

# The Sentinel



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Living Historians

<http://www.geocities.com/capitalguards>

## Prairie Grove to Wrap Up 2004 Campaign

The Arkansas Department of Parks and Tourism and the Prairie Grove Battlefield State Park will sponsor a reenactment of the pivotal Battle of Prairie Grove on December 4th and 5th, 2004. The event will be held at Prairie Grove Battlefield State Park, on the east side of the town of Prairie Grove, about 12 miles west of Fayetteville on Highway 62. Please mark your calendars for Friday, Dec. 3 through Sunday, Dec. 5. This is the last battle reenactment for this year, so let's make a maximum effort to attend in force.

As of the time the *Sentinel* is going on the wire, I have not received any particular information on the event from the Battalion staff (or even confirmation if the rest of the Battalion will be there), but we're acting on the presumption that since it's a scheduled event, at least a few other TMVI units will be there, and we'll sort things out once we're on site. If not, we'll adjust to reality, and still have a great event.

But one of the nicest things about planning for Prairie Grove is that it is pretty much the same old same old every time, which makes things a lot easier. As far as I can determine, the Capitol Guards will be with the Confederates for this event. We have an invitation to go over and fight with the folks in the 37th Illinois on one day — they are trying to assemble as many of their former members as they can for a company "reunion" at this event — but this will depend on a positive vote by the Guards. Plan on bringing your Confederate gear, for sure.

The TMVI Battalion will be holding its biennial elections and business meeting on Saturday afternoon following the afternoon battle. I do not have any information at this time as to who is running for what, but this will be another issue we'll work out once we get on-site. You must be present at the event in order to vote for battalion officers/staff, anyway.

The weather at Prairie Grove is usually predictable — it will be cold, or at least chilly, and it gets more than a little breezy up there in the Confederate camp on the crest of the hill. We'll be bringing out the Sibley and the other tents for a little more shelter from the elements. Be sure to bring a good wool blanket, a gum blanket or



Colonel Henry King Burgwyn of the 26th North Carolina Infantry takes up the colors to rally his regiment in an assault on McPherson's Ridge at Gettysburg on July 1, 1863. Moments later he was mortally wounded. This issue of the *Sentinel* takes a long look at military leadership and how it applies to our hobby. See "Follow Me!" on Page 4.

ground cloth, and your overcoat, if you have one.

Prairie Grove doesn't provide a Saturday evening meal for the reenactors, though there will be modern food vendors on site (the local Boy Scout troop and the UDC ladies, among others). We will be bringing out the Company mess set and preparing a period meal for the Company on Saturday evening, menu to be determined at this time. We will have at least a couple of the mess kettles available all weekend for coffee and hot water. We'll also have a company water barrel in camp for potable water.

Typically, there has not been a registration fee for Prairie Grove, and pre-

registration is taken care of on a company or battalion basis. You will need to check in at the Latta Barn when you arrive on site to sign in, and get a ration card for straw/bedding, if you need it.

If you need to borrow loaner gear, please let me or 1SG Shore know as well, so I can make sure to either bring it or have it on hand somewhere. We have a lot of new folks over the past year, and as I mentioned before, a few items are getting short-handed.

### EVENT DETAILS:

The Park welcomes all invited units and their members to this year's event. Individual reg-

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## The Captain's Tent

by Tom Ezell

Prairie Grove '04 will wrap up what's been a pretty good year for the Capitol Guards. Starting on a strong foundation with the David O. Dodd living history event, and continuing to build on that with strong showings at both local events as well as Mansfield/Pleasant Hill and 140th Franklin, we've continued to keep a strong level of interest and participation while attracting a fair number of new recruits to the hobby, and to our company. With a little work and dedication, we can keep that trend rolling into the new year.

### Follow Who?

The TMVI Battalion plans to elect new field and staff officers at the Prairie Grove event, to serve for the next two years. Just before the *Sentinel* was ready to go on the wire, I received the following list of nominations:

#### Nominations for Colonel:

- Toren Blanco
- Ricky Hunt

#### Nominations for Lt. Colonel:

- Ricky Hunt
- Gary Stephens

#### Nomination for Major:

- Rick Schell

#### Nomination for Sergeant Major:

- Preston Ware

With the exception of the nomination of Gary Stephens (12th Louisiana) for the lieutenant colonel slot, this is the same line-up for the battalion field & staff section that we've had for the past couple of years.

The Southern soldier going into battle required inspiration. The need to uphold the principle of state's rights became less compelling to a nineteen-year-old farm boy from Arkansas as the number of bluecoats in front of his Enfield rifle seemed to multiply instead of diminish, the longer he stood and fought. There were few professional soldiers around to reassure him, to hold him to his task. At the onset of the war there were no career non-commissioned officers in all the Confederate ranks.

Example and motivation had to come from a much higher level and from someone in position to influence large numbers of men at a time in the heat and passion of battle. This responsibility fell to the captains, colonels and brigadiers, the men in command of companies, regiments and brigades. Some couldn't meet the demand on them for public shows of

fearlessness and valor, and became the first to run off into the woods when the minie balls began whizzing past. The men under their command were usually quick to follow.

Other officers relied on fiery eloquence, shouting fervent appeals to manhood, patriotism, pride, or duty, whatever would take effect. If entreaty or the example of personal exposure failed, and the men, for some reason, just were not up to a fight that day, the Confederate leaders took a different approach. They drew their swords and swung them at their own men, not always using the flat side of the blade. In some cases, an officer cocked his revolver and held the muzzle against the skull of a frightened man and gave him one last chance to get up and move forward. It was a side to the war the folks at home did not hear of, conduct never alluded to in those windy, flowery speeches at the dedication of the battlefield monuments much later, but it went on... and not infrequently.

What became plain was that few units were willing to let an officer gain a high reputation as a combat leader by risking their lives without endangering their own as well.

During our years in the hobby, we've all seen a wide variety of leadership, and since we've all had a long look at various leaders in the hobby in action in the field at the 140th Franklin event, there have been a number of shake-ups in the command structure within the 1st Confederate Division. The most widely noted change has been the withdrawal of our neighbors in the 1st Arkansas Battalion from the Trans-Mississippi Brigade, based on a complete loss of faith in the leadership abilities and common sense of the TMB commander, John Beck. A similar move is rumored to be underway by an as-yet unnamed battalion in the First Confederate Legion (Rambo's Brigade). Last year saw the secession of a battalion from each of the Mississippi Valley Brigade and the 1st Confederate Legion to form a small new brigade, the Heartland Brigade, to open up another general's position within the Division.

The 1st CS Division and its member brigades and battalions are undergoing a sea change in attitudes, beginning with the work-up for the 2004 Franklin event, and increasing in effort in the preparation for next year's event at Corinth, MS. In this issue of the *Sentinel*, (page 16), the Division Commander is laying down some serious smack with respect to uniform and authenticity standards. Identical efforts are ongoing within the Mississippi Valley Brigade.

The central issue in this storm is something that we all claim to have, but has never really been seriously approached or studied within the re-enacting hobby – *leadership*, or the ability to influence people and events to accomplish a particular task, or mission. We

spend a great deal of time trying to polish the physical authenticity of our impressions, but little thought or effort seems to be given to studying the real tools of an officer, his physical skills and force of personal preference. Both the brigade and Division by-laws specify that they will hold officer schools from time to time, but in 8 years in the hobby and the 1st CS Division, I've never seen one of these done.

So, in this month's issue, in what hasn't been much of a newsworthy month, I threw in what might be one of the few serious looks at trying to improve the physical presence, bearing, and performance of our officer corps. It's a little lengthy (it's a deep subject... you oughta see the sources references I used, this is distilled from my Army education), but hopefully everyone can take something from this essay home to use on the job, or to forge ahead with, or to become the new leaders of the hobby. It's a good shopping list for the folks who will carry us into the new century.

The articles focus on leadership theory and philosophy, a "what is" and "how to" approach much more than the material culture aspect of the impression, e.g. who makes the nicest double-breasted frock coat and just how *do* you tie that dratted sash? It's wildly different from some of the stuff we've printed in the *Sentinel* in the past, but maybe not that different. It's all based on my past experiences, both as an officer in the Cold War and the War on Terrorism, and a few years of flitting around the hobby. Much of it comes from a paper I had to write for the C&GSC coursework, so it is liberally sprinkled with leadership theory rather than the strict 1860s interpretation. However, that's only because they didn't look at leadership theory in the same way we do today, the soldiers of 1861-1865 looked for exactly the same sort of things, and successful officers showed exactly the same traits and principles as I list here – they just didn't express themselves in quite the same way.

I hope you enjoy and learn from it, if there's sufficient interest in the future, maybe we'll run an article on the material impression.

Sadly, the fellows who most need to read this, the guys currently in command & staff positions probably never will.

### More Down the Memory Hole...

Among the city-wide clean up that Little Rock did in preparation for the recent Clinton Library festivities and related hoo-hah in the past week was to erase one more reminder of the city's southern heritage. Confederate Boulevard, the road to Sweet Home and on to Wrightsville and Pine Bluff, has had its name changed, or at least its exit sign from I-440, to "Springer Blvd."

The signs on I-440 marking Exit 1, formerly "Confederate Blvd," now read "Hwy 365 - Springer Blvd." If you take this exit and

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**The Captain's Tent** *(Continued from Page 2)*

go north (toward the National Cemetery) the signs read "Springer Blvd <—>" as you leave the exit and pull onto the street. 200 yards north of the 440 exit you cross the Union Pacific railroad tracks (next to the Union Rescue Mission), and there's another small green sign, "Conf. Blvd. Begins." It's marked "Confederate Blvd" from the north side of the railroad tracks out past National and Oakland Cemeteries, where it merges with Barber Street, just past Oakland Cemetery. From the 440 exit south to Sweet Home (about a mile and a half) it's "Springer Blvd." The major change, and most noticeable to most passers-by, is the re-labeling of the I-440 exit signs.

With most of the surviving big dogs of the Democratic Party passing through the Little Rock National Airport between November 17 and 19, I guess the city fathers didn't want them to be stricken blind by a sign with the word *Confederate* on it.

Confederate Boulevard, for those with a mind for history, is so named because the Arkansas Confederate Soldiers' Home, for indigent Confederate veterans and their widows, was located on this road from its inception in 1890 until it was relocated to the grounds of the Arkansas School for the Blind in 1958.

**Christmas Parties:**

There are two Christmas parties coming up in the weeks after Prairie Grove, and you're invited to both of them.

1) The R.C. Newton Camp, Sons of Confederate Veterans, in Little Rock are holding their annual Christmas gathering on December 11, 2005, at 6:00 p.m. at the First Christian Church at 1500 Mississippi Avenue in Little Rock. This is about 3 blocks south of the Tanglewood Shopping Center and the intersection of Cantrell Road and Mississippi Avenue, on the west side of the street. There will be a potluck supper, and Danny Honnoll, division commander for the Arkansas SCV, will deliver a very Christmasy message on the adventures of General Jeff Thompson, the "Swamp Fox of the Trans-Mississippi." As an added attraction, you just might get a

exceedingly rare sighting of the Major in full feather.

2) Sheldon Gately will host a Christmas get-together for members of the 6th Arkansas, 37th Illinois, and 10th Arkansas at his plantation estate in way-out west Little Rock on the following Saturday, December 18, beginning at 6:30 p.m.. Sheldon lives at 3209 Jack Man Road, a couple of miles out past I-430, just off Colonel Glenn Road. Take I-430 from either direction, and take the Colonel Glenn exit. Turn west (past the Rave Theater) and proceed for several miles, Jack Mann Road will be on your left. Sheldon will be cooking out on the grill and there will be ample drinks and food on the inside of the house along with some old-fashioned 1800's Christmas games.

**Company Annual Meeting**

The annual David O. Dodd Memorial Service is currently scheduled for January 8, 2005, on the 141st anniversary of Dodd's execution. At this point we're not involved in the event planning, but it should kick off around noon, and will go pretty much as it has in the past.

The Capitol Guards will hold their annual business meeting afterward, at 2:00 p.m. at the Pizza Hut at 9th Street and I-30, adjacent to MacArthur Park. It'll be a working lunch (pizza and sodas), and we'll hold elections for company officers, select key events for the coming year, and go over a few business issues, particularly dues collection and the Company fund (currently \$15 per year per member/family), the new Division authenticity standards and loaner gear, as well as whatever you guys want to bring up.

We will have a short pre-meeting on Saturday evening at Prairie Grove, to front-load the agenda for January and finalize our Christmas plans.

Your most obedient servant, &c.,

**Tom Ezell**

Captain, Commanding Co. A, 6th Arks.

**THE COMPANY  
COMMANDER**

*(Camp Chase Gazette, August, 1991)*

*by Jim Pritchard*

Ever wonder what it takes to command a company of Confederate infantry reenactors?

First, "ya gotta learn how to yell." Not your average, everyday, sissy kind of yell, but a lung-busting, tree-peeling, hog-straddling kind of yell, the kind of yell that would make Helen Keller squint. Company commanders should not be elected, they should annually be required to break window panes at 25 yards, armed with nothing but Listerine.

Secondly, you must be able to buy a sword. The Model 1850 Foot Officers' Sword would seem ideal, but it does have its drawbacks. It is not as heavy as a musket, therefore you will tend to forget to change the position of your company's arms (your men will gently remind you of this from time to time). Also, it is not quite long enough to use as a cane, but just a little too long to get the mud out from around the heel plates on your brogans. Oh, and when you are gallantly charging the breastworks that the Yankees always seem to be behind, the scabbard has an annoying habit of slipping off its hook and getting tangled between your legs. The potential for disaster is terrifying.

Moving along to the next item, the type of vehicle that you drive is extremely important. You will be called on to not only haul your own gear (of which you always carry too much), but also the gear of the at least 3 other individuals who will be riding with you to each event. It is important to note here that these individuals will vary somewhat from event to event, but the number will remain constant and can be deduced using Pritchard's' Maxim on Riders: *The number of riders that the company commander will carry to an event shall be determined by finding the number of passengers his vehicle can comfortably carry, plus two.* My hat is off to any commander silly enough to have bought a vehicle with a trailer hitch on it.

The physical needs of a company commander are relatively few. You should be able to go long distances without water, as you will have to loan your canteen to the guy in your company that left his in camp. This is an unwritten code that, unfortunately, happens on every march. Having eyes in the back of your head would be helpful for those times that you are awaiting orders that the Colonel refuses to give until you have your back turned. You will also find it helpful to be able to snore, belch, and pass gas louder than anyone else in your company. These skills will prove useful not only to prove your masculinity, but also

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# Follow Me!

## A Look at Leadership and Living History

*"The only way an officer could acquire influence over the Confederate soldiers was by his personal conduct under fire. They hold a man in great esteem who in action sets them an example of contempt for danger; but they think nothing of an officer who is not in the habit of leading them. In fact, such a man could not possibly retain his position... every atom of authority has to be purchased by a drop of your blood."*

— James A.L. Fremantle, *The Fremantle Diary*, p. 127

It is widely recognized that leadership in volunteer organizations like the reenactment hobby is a hit-and-miss process. It is a subject seldom investigated or discussed seriously, and most references are negative and often personal – neither characteristic being particularly helpful.

Discussions of leadership, and understanding its fundamental principles, face a second obstacle in the unusual nature of living history and reenacting – a voluntary hobby with a structure based on a quasi-military command structure. The time is long past when most male Americans routinely served in the military, and so the opportunity to observe a real leader-based organization in operation (for good or ill) is a thing of the past. Most hobby organizations accept an odd mixture of competing standards – from a corporate organization based on group vote providing guidance and administrative structure to what amounts to a façade of half-glimpsed ideas of military leadership and discipline based heavily on film and television interpretations. Most of these models – whether John Ford/John Wayne cavalry westerns or contemporary television productions like "JAG" – are distorted and over-dramatized, or simply fantastic.

### Concepts of Leadership in the 1860s

There was no real stab at leadership theory during the Civil War. Ideas of behavior were largely *moral* rather than what we would call *psychological*. A man of character would naturally be able to lead and inspire men. In addition, the idea of developing character was somewhat austere and burdened (in America) by the unspoken Calvinist concept of *pre-destination* – you are what you are, and that's how it is.

This led to the opposite of a predictive view of leadership. In essence, if you were successful, it was because your character was strong in leadership – that is, leadership was defined as a result more than as the behaviors that produced that result. Since "gentlemen" (which mostly described and economic and social class structure) were said to have strong



character, the burden of leadership naturally fell on their broad and well-nurtured (and nourished) shoulders. During the initial phase of mobilization, officers were granted commissions in the Volunteers on the basis of presumptive character and intellect – a process that continued until the war turned out to be a great deal less romantic and adventuresome than expected, and the price of a commission was all too often "an arm and a leg." The tendency naturally turned to promotion on the basis of merit rather than economic or social status, to the great relief of officer and enlisted man alike.

This presents a problem. We can't teach leadership in a "period" way because the period did not comprehend such a project. We have to tread on untrampled ground, seek our own way.

### Leadership in Reenacting

As in the actual armies, there are four categories of rank in reenacting: noncommissioned officers (corporals and sergeants), line officers (lieutenants and captains), field grade officers (majors, lieutenant colonels, and colonels), and generals. In each case, a person is appointed as an officer within his particular unit, and unlike the real military, a reenacting officer's authority is limited to within that unit – reenacting officers cannot legitimately give orders or command troops other than within the unit where they were appointed or elected.

Companies can band together and form battalions; and battalions affiliate to form brigades, which creates additional positions for field and staff officers and NCOs. When one holds membership or a position in these sorts of organizations, he may have a higher (or lower) rank in each.

Rank is earned within your "home"

company, typically by experience, merit, and the respect of your peers in that unit. If you seek office at battalion, brigade, or division level, the same rules apply – simply going out and buying a uniform and a set of shoulder straps doesn't give you the privilege to serve as an officer in any living history unit. Under most circumstances, officers of one battalion or brigade may not give orders directly to the men of another battalion or brigade – orders must be passed through that battalion's or company's chain of command as established by the organization of the event. This simple rule prevents confusion of orders and counter-orders; it also prevents self-appointed officers with no knowledge or experience from messing up an event by showing up, taking over, and doing something stupid. This is especially common in the Confederate ranks, where SCV officials or the infamous self-appointed cavalry officers try to look handsome and dashing while waving a sword around and giving orders from horseback to any nearby infantry unit.

One last thing: Becoming an officer in reenactment events or living history doesn't make you a "real" officer. This became a cute issue a couple of years ago when an Eastern reenactment was held on the maneuver training area at Fort Pickett, Virginia, an active duty Army post. One of the reenactors called several officers of the post headquarters identifying himself as "General \_\_\_" of such-and-such a brigade, only to confuse the event host and find out, rather rudely when he showed up, that there's a big difference in the deference shown to reenacting generals and "real" generals. Don't let it go to your head; the stripes on your sleeve or bars on your shoulder don't give you a right to push folks around. Anyone who forgets this and tries to give inappropriate orders or push the limits of his authority is likely to be either laughed at or otherwise surprised at the response of his troops.

### Re-enacting Leader Styles

Choice of leadership in reenacting follows one of three models very similar to the three types of leadership listed above: authoritarian, motivational, and inspirational.

The first style of living history leadership is often called the "Eternal Colonel" system. Some years ago, Captain Bigbooty started up a unit to participate in local reenactments and other historical events, and because he started the unit, well then, he's the boss and the officer. Beginning with the 125<sup>th</sup> Civil War anniversary events in the late 1980s, trends shifted from small independent companies to forming reenacting battalions, so it was necessary to

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**Follow Me!** (Continued from Page 4)

start grouping together with other like-minded units to participate in events. As alliances are formed with other units, Captain Bigbooty, since he's been at this game longer than most others, becomes Colonel Bigbooty and then General Bigbooty, and thus a major player and driver in the hobby who never goes to an event save as an officer, preferably one where he's in command. After awhile, he's like an elephant – it takes a hell of a lot to feed and care for him, no one really thinks about challenging him, but they don't quite know what to do with him, either.

The second source of reenacting leadership follows the practice used by most reenacting units, where officers and noncommissioned officers are routinely elected by popular vote of the members of the unit from within their ranks. This method allows the officer to have the popular support of at least a majority of the rank and file, and allows the unit to establish and enforce at least minimal qualification standards for knowledge and experience. Terms of office and/or term limits ensure that there's an incentive for positive performance as well as a means for ambitious young fellows to work their way up through the ranks, gaining experience and ensuring a degree of appreciation for the musket-toting private. This method sometimes generates a bit of politicking as the officers seek to win or retain votes, but it's also a very "period" experience, at least for those who served in the first year of the War.

In the third method of selecting unit officers, I've come to appreciate the system the Army of the Pacific fostered, and which the Western Independent Grays have adopted: on an event by event basis, the commanding officer picks men to be company captains; the company captain picks his NCOs, with the Colonel's blessings; the Captains then recruit the rank and file from various units, messes, and individuals.

- The battalion commander gets men with good reputations and with whom he can work.
- The company captain knows he has the trust of the battalion commander. He can pick his NCOs and get men that will do the job, do the work, and have good standing in the community.
- The rank and file can pick their captain. They can contact whomever they wish to march under.

Unless the companies are greatly mismatched in numbers, this arrangement is used for most of the authentic or "hardcore" events in the hobby. If one company dwarfs the others, there may need to be some shifting by the battalion commander.

**Leadership Styles**

Leaders in any environment, be it the "real" military or our fuzzy reflection of that society, have three powers to get people to do things they otherwise might not.

The first power is **AUTHORITY**: "*Do this, or I'll make you walk funny.*" As the centurion told Jesus, "... *I am a man under authority, having soldiers under me: and I say to this man, Go, and he goeth; and to another, Come, and he cometh; and to my servant, Do this, and he doeth it.*" (Matthew 8:9, KJV) In the reenacting hobby, we don't have this power – as a reenacting commander at any level, nobody has the authority of the Articles of War nor the UCMJ behind you. Reenacting leaders who try to use this technique are humored only to the extent that their followers are willing to follow them, and when there's disagreement, things begin to split up like Helena Handbasket very quickly unless that leader is very effective in the other two powers. Used alone, this won't get you anywhere in this hobby, or many others. When you spend twenty bucks on a pair of shoulder straps down at the sutlers, **AUTHORITY** ain't included in the sale.

The second power is **MOTIVATION**: "*Do this, and I'll reward you.*" This is typically what we see in living history and reenacting. Reenactors follow their leader because they expect to have a good time, because they're looking to recreate a particular experience, to see or try something new, or because they want to be with their buddies. It's the carrot of the "carrot and stick" method of leadership, and remember from the paragraph above that your "stick" ain't any more than a switch. Remove the carrot, and there's not much for anyone to follow, is there?

The third power is **INSPIRATION**: "*Follow me!*" is the motto of the Army's Infantry School, and there is really no more terse (and little better) summation of what a leader in this hobby, or anywhere else, needs to be. It's a far more effective way to inspire good performance than "Do as I say." If you expect your soldiers to do something, be prepared to do it yourself — and do it as well as you expect your soldiers to do it — or better!

"Be, Know, and Do!" is the standard of leadership if you're wearing a uniform, whether it's camouflage, blue, or gray. There is no technique of leadership more powerful than this one. It is the absolute essence of leadership, in the real armed forces, or in this hobby. The Bible has a model for this when it tells of Gideon's raid on the camp of the Midianites: "*And he said unto them, Look on me, and do likewise; and behold, when I come to the outside of the camp, it shall be that, as I do, so shall ye do.*" (Judges, 7:17, KJV)

**Reenacting Leadership: A "How To" Approach**

Leadership is **influencing** people—by providing purpose, direction, and motivation—while **operating** to accomplish a task (or set of tasks) and improve the organization. *Influencing* means getting other people to do what you want them to do. It is the means or method to achieve two ends: operating and improving. But there's more to influencing than simply passing along orders. The example you set is just as important as the words you speak. And you set an example—good or bad—with every action you take and word you utter, on or off duty. Through your words and example, you must communicate *purpose, direction, and motivation*.

**Purpose** gives people a reason to do things. This does not mean that as a leader you must explain every decision to the satisfaction of your subordinates. It does mean you must earn their trust: they must know from experience that you care about them and would not ask them to do something—particularly something dangerous—unless there was a good reason, unless the task was essential to mission accomplishment.

For an example, let's consider an example from the active army, in this particular case a battalion maintenance section. Its motor sergeant always takes the time—and has the patience—to explain to the mechanics what is required of them. Nothing fancy; the motor sergeant usually just calls them together for a few minutes to talk about the workload and the time crunch. The soldiers may get tired of hearing "And, of course, unless we get the work finished, this unit doesn't roll and the mission doesn't get done," but they know it's true. And every time he passes information this way, the motor sergeant sends this signal to the soldiers: *that he cares about their time and work and what they think, that they are members of a team, not cogs in the "green machine."*

Then one day the unit is alerted for an emergency deployment. Things are happening at breakneck speed; there is no time to pause, and everything and everyone is under stress. The motor sergeant cannot stop to explain things, pat people on the back, or talk them up. But the soldiers will work themselves to exhaustion, if need be, because the motor sergeant has earned their trust. They know and appreciate their leader's normal way of operating, and they will assume there is a good reason the leader is doing things differently this time. And should the deployment lead to a combat mission, the team will be better prepared to accomplish their mission under fire. Trust is a basic bond of leadership, and it must be developed over time.

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**Follow Me!** (Continued from Page 5)

People want **direction**. They want to be given challenging tasks, training in how to accomplish them, and the resources necessary to do them well. Then they want to be left alone to do the job.

When providing direction, you communicate the way you want the mission accomplished. You prioritize tasks, assign responsibility for completing them (delegating authority when necessary), and make sure your people understand the standard. In short, you figure out how to get the work done right with the available people, time, and other resources; then you communicate that information to your subordinates: "We'll do these things first. You people work here; you people work there." As you think the job through, you can better aim your effort and resources at the right targets.

**Motivation** gives subordinates the will to do everything they can to accomplish a mission. It results in their acting on their own initiative when they see something needs to be done.

To motivate your people, give them missions that challenge them. After all, they did not join the unit to be bored. Get to know your people and their capabilities; that way you can tell just how far to push each one. Give them as much responsibility as they can handle; then let them do the work without looking over their shoulders and nagging them. When they succeed, praise them. When they fall short, give them credit for what they have done and coach or counsel them on how to do better next time.

People who are trained this way will accomplish the mission, even when no one is watching. They will work harder than they thought they could. And when their leader notices and gives them credit (with something more than the offhand comment "good job"), they will be ready to take on even more next time.

**Why Soldiers Do What They Do**

To be an effective leader, you need a fundamental understanding of what makes your followership tick: What they're looking for, and how to take advantage of their skills and will.

In battle, when soldiers die—and in battle, some must—they cannot be *managed* to their deaths. They must be *led* there. You *manage* machines and programs and budgets. You *lead* men. *Managers* don't take these battlefield risks. *Leaders* do. *Managers* work with things and numbers. *Leaders* work with people and feelings.

"Command," at any level, will always be some mix of leadership and management. At the generals' level, it's way more management, at the captains' level, it's direct leadership. For majors and colonels, it's a touchy balance

somewhere in between.

The artillery shifts, and small-arms crack, and men tremble, and the company tenses for the final assault up the hill. You give the signal..., and they go. Why is it that John E. Rebb, soldier, C.S. Army, obeys your order? Leadership, or followership? Neither. It's both. Listen...

John E. Rebb assaults up into this kill-or-die situation because:

- His buddies are counting on him to do his job.
- He thinks his buddies will call him a coward if he doesn't attack.
- He has learned that his leader knows the right thing to do.
- He wants to please his leader.
- He believes he will be court-martialed if he doesn't attack.
- He thinks he will be left alone if he doesn't attack.
- He believes that following orders is the right thing to do.
- He believes he will be rewarded for attacking.
- He believes that attacking is less dangerous than not attacking.
- He believes he will feel guilty if he doesn't attack.
- He wants to prove his manhood, his courage, his competence, or his worth as a soldier.
- He hates the enemy.
- He enjoys the excitement and thrill of combat.
- Following orders has become automatic, a habit.

Rebb attacks for any, or all, or some combination of the above reasons, or for some other reasons not listed. If you had the expertise and the right psychological model, you might somehow figure out the "why" for Rebb, but next to him there's Johnson and Allen and Brown. They go too, and each for some different pattern of reasons which neither you nor they will ever know—but they go. They go because at that critical moment in time, when each will wrestle briefly with the decision of whether to attack or hide, attacking is their best choice. You, as the leader, first out, first up, and out front show them that this is so. And so they go. They follow you. You lead. And that's your TASK.

**Building Confidence Within your Unit**

Under the demands and stress of battlefield conditions such as those just described, what is it that enables soldiers and small units to fight and win? Whatever it is becomes the overall STANDARD that you, as a small-unit leader, must strive for. That overall standard can be expressed in one word—CONFIDENCE.

Confidence is what comes *as a result of*

leaders like you building *skill, will, and teamwork*. You can't order a soldier to be confident. Confidence comes from inside the soldier and the unit. You can keep telling soldiers, "We're the best!" but just words by themselves won't work. People *know*. And they know by what they see and feel.

From a big picture standpoint, then, the STANDARD you must shoot for is something that must exist *inside* your soldiers and your unit. In plain terms, that standard is as follows:

***The simple, sure knowledge that each soldier and every crew is highly trained, and that they all belong to a solid, firm, competent, well-trained outfit that knows where it's going and what it has to do.***

What this should tell you, then, is that the *true* measure of how good you are as a small-unit leader lies not in you, or in your superior, but in the soldiers of your unit—in your followers. When all your soldiers score high in each of the following "confidence tests," then your leadership is up to standards. High scores win on the battlefield.

- ***Confidence in their own ability***
- ***Confidence in the ability of other soldiers in the squad, company, and battalion.***
- ***Confidence in their weapons and equipment.***
- ***Confidence in your leadership.***

All four of these measures of confidence are the "business" of leadership. The last one, however, is the one that you, personally, can do most about. Soldiers' confidence in you as a leader depends on how well you can meet their expectations. Both research and experience spell out clearly and simply the things that soldiers expect of their LEADER:

- ***He knows his job like a pro.***
- ***He knows a great deal about the jobs of his soldiers.***
- ***He keeps his soldiers informed about what's happening and what's going to happen.***
- ***He keeps the efforts of his soldiers organized.***
- ***He knows his soldiers and takes care of their needs.***
- ***He shares with his soldiers all the hardships and risks.***
- ***He rewards outstanding soldiers and takes action against trouble-makers.***

"Yeah, that's me!" you might say. But Army studies have continually found that self-delusion about one's leadership effectiveness is commonplace. Your peers, superiors, and subordinates often see an officer quite differently from how that officer views himself. Leadership does not speak of something that happens to, or occurs within the *leader*; it speaks to what happens to or occurs within a group of *followers*.

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**Follow Me!** (Continued from Page 6)**THE PRINCIPLES OF LEADERSHIP**

Some of the uniqueness of Army leadership is expressed in our Army's time-honored "Principles of Leadership." Years ago, at a time and place unknown, a group of experienced Army leaders sat down, thought out, and wrote up *The Principles of Leadership*. They have been a central factor of Army leadership in war, and in peace. These principles sum up, better than anything else, what our Army has learned from over two hundred years of experience. Virtually all the research findings and models of scientific research support *one* or more of these principles. It is here that the wisdom of leadership experience and the findings of leadership research are mutually supporting.

Just like the famous "Principles of War," the Principles of Leadership are basic guidelines for *what* Army leaders should do. They do not spell out the details of *how* to lead, which we will begin to develop in the next chapter. These principles are simple, straightforward, and extremely important. They apply at all levels of Army leadership, top to bottom. Generals and sergeants. You should read them carefully, understand their meaning, then *memorize* them. A thousand times, they'll be there to bail you out when you're not sure what to do in the tough tasks of leading soldiers. You will also find that they track closely with the leadership research discussed up above, where we spelled out the six things your soldiers expect of *you* as a leader. Learn these principles well:

1. **KNOW YOURSELF AND SEEK SELF-IMPROVEMENT.** Look at good leaders around you, then look at yourself — honestly. Ask yourself: What could I do better? Set aside time to watch others, to study good leading and learn how to turn your own weaknesses into strengths. If you really want to know about yourself, ask another leader who is the same grade and who sees you work as a leader.

2. **BE TECHNICALLY AND TACTICALLY PROFICIENT.** Learn everything you can about how to do your job well. Study weapons, gunnery, maintenance, and tactics until you're an expert—and your soldiers turn to you for advice and guidance.

3. **SEEK RESPONSIBILITY AND TAKE RESPONSIBILITY FOR YOUR ACTIONS.** When something needs to be done, don't wait until you're told to do it. Do it now! In taking responsibility, there's a special way: When performance is bad, take responsibility and hang onto it; when performance is good, take the credit but pass it on quickly to your soldiers.

4. **MAKE SOUND AND TIMELY DECISIONS.** When you have to act in order to get the mission accomplished, spend all available time considering your alternatives. But, when your decision has to be made, make it! A good decision made now is far better than

the best decision made too late.

5. **SET THE EXAMPLE.** "*Follow me and do as I do*" Is a far more effective way to inspire good performance than "Do as I say." If you expect your soldiers to do something, be prepared to do it yourself — and do it as well as you expect your soldiers to do it. There is no technique of leadership more powerful than this one. It is the absolute essence of leadership, in war or peace.

6. **KNOW YOUR SOLDIERS AND LOOK OUT FOR THEIR WELFARE.** You should know far more about your soldiers than their shoe size and hat size. You must know what's inside them — what makes them do things, what makes them not do things, what turns them on and off, and what their needs are. Show that you care about them by meeting their needs whenever possible. Consider them as men — with problems, hopes, and feelings — just like you.

7. **KEEP YOUR SOLDIERS INFORMED.** Make sure that your soldiers understand the importance of what you expect them to do in terms of the overall mission of your unit. If you keep them informed whenever you have the time, they'll trust you and not ask "Why?" in critical situations when you clearly don't have time for explanations.

8. **DEVELOP A SENSE OF RESPONSIBILITY IN YOUR SUBORDINATES.** When your soldiers have demonstrated the skill and will necessary to do a job, then let them do it. But make sure they understand that, along with authority to do the job, they must accept the responsibility to you to get the job done right. Give responsibility in line with ability and potential. Stretch out each soldier, a little more each time.

9. **ENSURE THAT THE TASK IS UNDERSTOOD, SUPERVISED, AND ACCOMPLISHED.** Consider each soldier's skill and will to perform a task before you tell him to do it. Explain the task to him in the detail necessary to ensure his understanding. "Task, Conditions, and Standards" is a clean way to do this. Check his performance from time to time to ensure two things: that he knows you're available to ASSIST him (when necessary), and that he knows you INSIST on good performance.

10. **TRAIN YOUR SOLDIERS AS A TEAM.** Make sure that your soldiers have an opportunity to gain confidence in their own abilities and in the abilities of others on their team. Most importantly, make sure that each soldier understands how his own performance affects other soldiers around him. If you've got a piece of the chain of command under you, think also about teamwork among the levels of leadership in the chain.

11. **EMPLOY YOUR UNIT IN ACCORDANCE WITH ITS CAPABILITIES.** Know what your soldiers

are required to do as a unit, and know what they can do. Make sure that the level of performance you expect of them is not too far beyond their capabilities. Likewise, make sure that the required level of performance is challenging to your soldiers. If it's too easy, you're not stretching them out.

If you think about your own experiences and the experiences of others, you have seen all of these principles at work. Leaders who view these principles as the bedrock of their leadership will build effective units—composed of soldiers with skill and will who work together as a team to accomplish the mission.

**Continuing Education...**

Next, *read*. About the good leaders in times past. Learn how these leaders are described by writers who watched and studied them in detail. Within our period, some good names to start with are those like Patrick R. Cleburne, William J. Hardee, Ulysses Grant, and Joshua Chamberlain. It doesn't hurt to look at some names like Gideon Pillow, Earl Van Dorn, Braxton Bragg, or George McClellan to see how and why these men failed, and draw lessons from that, too.

What you'll find is that the soldiers in the ranks and the authors in the books describe the good leaders in the same terms. Same descriptors. Same characteristics. Same traits. And when you put it all together, what you get is a picture of an ideal leader. It's a valuable and useful picture because it comes from men who have studied good leaders carefully and closely, and because it also comes from *followers* who have been on the receiving end of what it is that good leaders do.

So in trying to learn what leadership is, spend some time studying the *traits* of good leaders. You may not have them all yourself. And even if you did, that wouldn't guarantee you would be a good leader. But what these traits do is give you a summary picture of what people—mostly followers of all ranks—think a good leader should be. Writers wrote about them, but they came mostly from followers—followers of all ranks, talking about the best leaders they had ever known. In war, and in peace. On the battlefield, and down in the motor pool.

**The Traits of a Leader**

Now, if you memorized those Principles of Leadership, think back to the very first principle. The leadership traits, which are listed and explained below, will give you the best possible tool for putting that first principle to work.

There are sixteen leadership traits that you should focus on when you put that first principle to work. Remember, however, that the way you see yourself may not be the way your soldiers actually see you. As you read

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**Follow Me!** (Continued from Page 7)

through the self-evaluation checklist for each of the traits, be honest with yourself—try to stand back and see yourself as your soldiers see you.

1. **PERSONAL COURAGE**, demonstrated by

- Taking risks—on the battlefield in war, and with your boss in peace.
- Acting calmly and firmly in stressful situations.
- Standing up for what is right, regardless of what others may think.
- Accepting personal responsibility for your mistakes, and for your orders—not blaming unpleasant orders on “they.”
- Making full-bore efforts toward mission accomplishment, even in the face of major obstacles and problems.

2. **BEARING**, demonstrated by

- Setting and maintaining high standards of appearance.
- Avoiding use of excessive profanity.
- Controlling your voice and gestures so that extremes of emotion don't show in your actions, except at the times you carefully choose.

3. **DECISIVENESS**, demonstrated by

- Studying your alternatives and carefully selecting the best course of action—when time permits.
- Picking alternatives and making decisions quickly when there is no time for careful study.
- Knowing when *not* to make a decision.

4. **DEPENDABILITY**, demonstrated by

- Being places on time when you're told to be there or when you say you will.
- Doing those tasks that you've been told to do and those tasks that you've promised to do—in a complete and timely manner.

5. **ENDURANCE**, demonstrated by

- Maintaining the physical and mental stamina to perform your duties under stress conditions and for extended periods of time.

6. **ENTHUSIASM**, demonstrated by

- Consistently communicating a positive attitude to your soldiers.
- Never complaining *in front of your soldiers* about “they” or “the system.”
- Emphasizing to your soldiers their successes.
- Explaining to your soldiers why they must perform the tasks ex-

pected of them—in terms they can understand and accept.

- Encouraging your soldiers to take the initiative to overcome obstacles to performance.

7. **HUMILITY**, demonstrated by

- Ensuring your soldiers receive the credit due them when they perform well.
- Emphasizing to your soldiers how important they are to the unit.
- Describing your unit's performance in terms of “what *we* did,” instead of “what *I* did.”

8. **HUMOR**, demonstrated by

- Having fun doing your job.
- Joking when the going gets tough.

9. **INITIATIVE**, demonstrated by

- Taking action in situations where something must be done, even in the absence of direction from a superior.
- Looking for and figuring out better ways to do things.
- Planning ahead.

10. **INTEGRITY**, demonstrated by

- Telling the truth, to both your superiors and your soldiers.
- Using your power to work for mission accomplishment or for your soldiers—not for your own personal or private gain.
- Encouraging honest and open communication in your unit.

11. **JUDGMENT**, demonstrated by

- Closely considering a *range* of alternatives before you act.
- Thinking out the possible effects of what you're about to do *before* you do it.

12. **JUSTICE**, demonstrated by

- Consistent application of rewards and punishment to all soldiers in your unit.
- Making decisions that support mission accomplishment and that also take into account the needs of your soldiers.
- Listening to

all sides of an issue before making a decision that affects your soldiers.

13. **KNOWLEDGE**, demonstrated by

- Making sound tactical decisions.
- Performing administrative and technical duties well.
- Recognizing and correcting inadequate performance of your soldiers.
- Showing your soldiers yourself how they should perform their duties.

14. **TACT**, demonstrated by

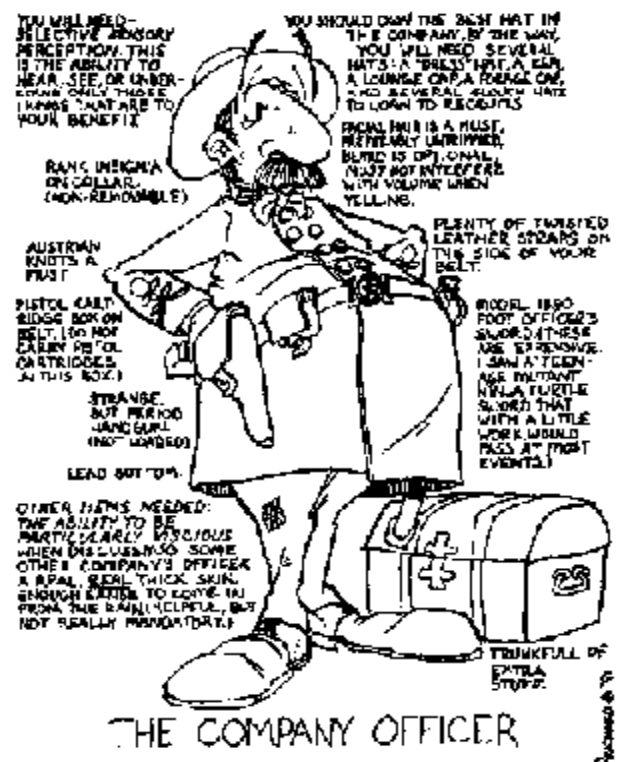
- Speaking to others (superiors and subordinates) with the same kind of respect that you expect yourself.

15. **LOYALTY**, demonstrated by

- Passing on and carrying out the tough orders of superiors without expressing personal criticism.
- Defending your soldiers against unfair treatment from outside or above.
- Discussing problems in your unit and the problems of your soldiers only with those individuals who can help solve the problems.

16. **SELFLESSNESS**, demonstrated

- Ensuring that the needs of your soldiers are met before attending to your own needs.
- Sharing hardship, danger, and discomfort with your soldiers.
- Taking every action possible to



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**Follow Me!** (Continued from Page 8)

provide for the welfare of your soldiers.

The responsibility for developing your leadership abilities rests squarely on your shoulders. Good leaders are “made”—through hard work, intense study, relentless dedication and determination and a willingness to try out new skills and techniques as you grow and develop—and they are certainly not born that way. Becoming a good leader requires that you accept the simple fact that soldiers don’t follow just stripes, bars, or stars—soldiers follow *good leaders* who wear stripes, bars, or stars.

As one soldier told me a long time ago, “It may seem arrogant and egotistical, but it’s the damned truth—if you are not a superior being relative to your soldiers, then they are not going to die for you. When I say ‘superior being,’ I mean, you’ve got to have it on the wall. You have not experienced combat. You have not experienced people who are cold, tired, and hungry... people who are scared out of their wits. And when that happens, they will look to you—“*Lieutenant, do something!*” So do not forget, you must be that superior being.”

When the chips are down, your soldiers will look at you as a person. They’ll look at you right through your insignia or your uniform—to your skill, and to your will, and straight through to your heart and mind. They’ll judge you based on a set of standards that looks pretty much like these traits we’ve discussed. All that in a fraction of a second. And then—if you measure up pretty well—they’ll take the risk.

BY NOW, YOU should have a pretty good idea of what leadership is about, at least as far as words can tell you. You have a set of principles which, if you’ll just flat-out memorize them, will always be there to give you good guidance when you get confused, or when the going gets tough. And lastly, you have a set of traits, or descriptors, a set of standards, based on the expectations and needs of those who must follow you when you lead. All of this “big picture” is still a part of what military leadership is.

In the next step, we’ll look at some of the specifics of how to lead at the unit level. Like the basic leadership principles we discussed over on the other pages, the content of these specifics is a combination of two things—the wisdom of leadership experience and the findings of scientific research—boiled down to basics and put in plain words. Learn in detail what’s in here. Then use the checklists, guidelines, and techniques—they’ve all been tried out, and they all work. When you’ve done that, then you’ll know what leadership is, and how it works at squad, company, and battalion level. And that’s better than any person can write in any definition.

# How to Do the Right Thing

## 3 Important Tools for the Leader

In the next step, we’ll look at some of the specifics of how to lead at the unit level, and give you three key tools for direct and organizational leadership. Like the basic leadership principles we discussed over on the other pages, the content of these specifics is a combination of two things—the wisdom of leadership experience and the findings of scientific research—boiled down to basics and put in plain words. Learn in detail what’s in here. Then use the checklists, guidelines, and techniques—they’ve all been tried out, and they all work. When you’ve done that, then you’ll know what leadership is, and how it works at squad, company, and battalion level. And that’s better than any person can write in any definition.

In trying to sort out “what to do as a leader,” whether you’re taking on a specific requirement from your own boss, or thinking about the overall task of small unit leadership, there is a basic piece of leadership philosophy. This philosophy says, first, that you should try to do things right—in accordance with the established standards or procedures. But wait, there’s more! Almost anyone, with enough supervision, can follow a written-out step-by-step procedure. Your soldiers do it every day with the manual for the School of the Soldier. Your challenge as a leader is not only to do things right, but more importantly, to do the right things.

So how do you figure out which are the right things to do? Tough. But there is a “golden rule,” a start point to which you can always go back. A thousand times, when you have some leeway to decide what to do, to help you sort out the right things from among all the possible alternatives, competing demands, and shifting priorities. A noted author has noted that the U.S. Army does so well in the chaos of war because it practices chaos every duty day. Here’s how they work through the mess:

On the battlefield, as well as back at home station, there’s a specific way that things are made to happen. It’s step-by-step procedure that we learned the hard way three or four wars ago. It works. It wins. It is a basic in the business of knowing what to do, when to do it, and getting it done. There are scientific names for this procedure, but the Army calls it **THE TROOP-LEADING PROCESS**.

1. **RECEIVE THE MISSION.**  
(Get the orders for what the unit is going to do.)

2. **ISSUE THE WARNING ORDER.** (Alert subordinates so they can start getting ready.)

3. **MAKE A TENTATIVE PLAN.** (Figure out a general, “ballpark” plan.)

4. **INITIATE NECESSARY MOVEMENT.** (Start troops moving toward where the action will be.)

5. **RECONNOITER.** (Make an on-the-ground study of where the action will take place.)

6. **COMPLETE THE PLAN.** (Adjust the “ballpark” plan and fill in the details.)

7. **ISSUE ORDERS.** (Communicate the plan to subordinates and check for understanding.)

8. **SUPERVISE AND REFINE.** (Keep checking on how the action is going, and keep making adjustments.)

If you’re a good small-unit leader, you’ve got this with you right now, on a small card in your wallet or notebook. If you’re among the best small leaders, you don’t need this written down. It is more than something you have merely learned. It is, if you’re among the best, an instinct.

Some leaders think this troop-leading process is a guide for “what to do ‘in a field exercise, or when the unit fights.’” No! This process will work all the time—on the battlefield taking an objective or back at home getting ready for the next event. You might have to change a few words here and there. But this is the basic process by which the leadership of the unit gets the *right* things done. Big things, and little things.

Let’s go back now and look very carefully at some of the steps in that basic process. There are, in several of those steps, some more specific *how-to’s* for determining “what to do.”

Two of the steps of THE TROOP-LEADING PROCESS flat-out require you to know how to plan. How do you do that in the best, easiest, and quickest way? You use another basic step-by-step process that becomes, among the best leaders, an instinct. It, too, has been around a long time because it works, and wins. It is a *how-to* for the planning required in THE TROOP-LEADING PROCESS. Formally, we call it **THE ESTIMATE OF THE SITUATION**.

• **MISSION** (What we must accomplish)

• **SITUATION** (What’s going on around us)

• **COURSES OF ACTION** (Ways to accomplish the Mission)

• **AN ANALYSIS OF COURSES OF ACTION** (How the “ways” might work in comparison to one another)

• **COMPARISON OF**

**Do the Right Thing...** (Continued from Page 9)

**COURSES OF ACTION** (Which ways are better?)

• **DECISION AND CONCEPT OF OPERATION** (How to execute the chosen way)

And this basic process, too, will work anywhere. On the battlefield, it will tell you how to *plan* for the patrols that will sense out the weak and unprotected places in an enemy unit. In peacetime, it will tell you how to *plan* for the best way to support multiple requirements or coordinate members coming from all over the state at differing times. The ESTIMATE walks you through the best possible planning process—the one which is most likely to lead to your choosing the *right* things to do. When the ESTIMATE is an instinct, the whole thing and all the parts may take only a few seconds.

Next, go back and look at Step 7 of THE TROOP-LEADING PROCESS—where it says ISSUE ORDERS. There are two things to know about this particular step. First, this is the precise point where the nerves of the nervous system are hooked to each other. This is the track of the chain of command. This is where the leadership of the unit is linked together. When the Colonel reaches his seventh step in THE TROOPLEADING PROCESS, the captains and lieutenants then have the information they need to begin *their* first step.

And when the captains complete their planning and reach the seventh step, the sergeants can begin the process that *leads* the soldiers—moves the muscles. And there's also a time crunch – a leader has to give his subordinates sufficient time to work out their part or the problem or plan. You should use no more than one third of the available time to make at least your tentative plan, and pass sufficient information do the line to your subordinates so they can begin their troop-leading steps. This principle is known as the “*one-thirds/two-thirds rule*,” and is a key principle in the troop-leading process at all levels.

All this might appear to be a time-consuming process. First time out, it is. But when all the levels of the leadership in the unit use this same process, and when they have run a hundred missions together, “*teamwork*” begins to develop. Procedures that had to be thought through and worked out before now become SOP. Automatic. And what is written down in the notebooks and on the wallet cards of the leadership begins to become instinct.

The second thing about ISSUE ORDERS is how to do it. Go back in THE TROOP-LEADING PROCESS to where you were trying to get started with your planning. How good your planning is depends heavily on how good the information was when the next higher level issued orders to you. Too little information, and *your* planning is incomplete.

Too much information, and you have trouble separating the “need to know” from the “nice to know.” When you do get it separated out, you've used precious time needed by the leaders and the soldiers below you. And finally, if you got the wrong information, your planning may well lead to doing the wrong things.

By studying the battles of history and the results of scientific research, leaders have learned that this passing of orders from one level to the next is the most critical of all the processes performed by the leadership of the unit. For this reason, there is a specific format for issuing orders down through the levels. It dovetails with THE TROOP-LEADING PROCESS and THE ESTIMATE OF THE SITUATION. This format is designed to provide the *essential and accurate information* that a subordinate leader needs to start *his* troop-leading process. Our Army calls it **THE FIVE-PARAGRAPH FIELD ORDER**. Like the other two, it is a basic in the process of determining what to do and getting it done.

- 1) **SITUATION** (What's going on)
- 2) **MISSION** (What we have to do)
- 3) **EXECUTION** (How we're going to do it)
- 4) **SERVICE SUPPORT** (Supply, maintenance, ammo, etc.)
- 5) **COMMAND AND SIGNAL** (Command post and Communications arrangements)

You have heard of all three of these basic procedures before, at wherever it was you were first trained to be a leader. If you chalked them up as some special “what to do's” for use in field exercises, you missed the boat. Each of these three time-proven and battle-tested basics is designed carefully to ensure the smoothest possible functioning of the nervous system when the unit does its thing on the battlefield. Each of these three basic procedures is designed specifically to support the other two. All have the same all-important word in common: **MISSION**.

And, because these three procedures were designed to get the right thing done under the toughest conditions imaginable, they can handle *any* peacetime mission or task.

Today, adapt these basics a little to fit the missions and tasks you have right now, then use them and continue to use them until they become instinct. You'll do a far better job as a leader in figuring out what to do—and getting it done. Guaranteed—by the wisdom of leadership experience and the facts of leadership research—to get more of the right things done and to cut down on the chances of wasting the effort, energy, time, and lives of subordinates and soldiers.

**THE CHAIN OF COMMAND**

You are going to learn some things about the chain of command right now that you never knew before. You already know that it lays out very clearly the line of legal authority from the President right down to you. It spells out who has authority to issue orders to whom. It identifies for anyone, at any level, who is “in charge.” More important, it also identifies who is responsible for getting tasks done and for taking care of those who do them. A chain of command is an absolute essential for getting done, in an organized way, any task that requires the effort of more than one person. That is a flat-out fact. What this should tell you, as a leader, is that here—in this discussion of the chain of command and how it works—is another basic.

For now, never mind the links of the chain that run up through those upper levels of leadership and on up to the President. Think about the links in the battalion. We have called this *the leadership* of the unit: the colonel, captains, sergeants. The leadership is the nervous system, or the channel of communication that coordinates and controls, the thing that puts together skill, will, and teamwork, all that equipment and all those weapons, the thing that focuses combat power.

Why is the chain of command so important? Well, as is true for almost everything else in our Army, if you want to know the reason and purpose of something, go to the battlefield, where that “thing” fights. The “why” for *anything* **must** always be answered there.

*What the chain of command does on the battlefield and elsewhere is COMMUNICATE.*

The chain of command coordinates and controls. And to do this, it must move *information* up and down among the levels of the leadership of the unit. The chain of command moves battle information—quickly, clearly, cleanly, completely, and only the critical, and only the truth. It is the nervous system of the unit. And when it has breakdowns or failures, the unit, just like you, will go to pieces and lose—and die. This simple fact of the battlefield explains many things.

It tells you why there are *prescribed* signals. It tells you why there is a *prescribed* language for giving orders, and why experienced leaders will discipline this carefully. It tells you why you should learn, use, and make instinctive and habitual those three basic procedures we discussed a moment ago. They are the main words in the “language” of a chain of command communicating in battle. And finally, it tells you why our older, wiser, experienced leaders are always so concerned about “working through the chain.” What these leaders *know* is that the development,

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**Do the Right Thing...** (Continued from Page 10)

functioning, and maintenance of the chain of command in peacetime is the major determinant of whether or not the unit will survive and win in battle.

As a leader, you are a link in the chain of command. This, as you know, means far more than having a shoulder strap or a position on the organizational chart. When that unit fights, you do many things, but **the most important thing you do is communicate—get, process, and move information both up and down.** In a smoothly functioning chain of command working hard at delivering lead and steel, there are only two kinds of information moving downward in the chain, and two kinds moving up.

Flowing downward are *orders*—information that controls. You might get a whole written-out FIVE-PARAGRAPH FIELD ORDER, brought by a courier or runner. Or you might get a fragmentary order coming from your leader as he makes the inevitable changes and adjustments called for in that final step of good troop-leading procedure. The other kind of information moving downward is *planning information*—the kind that you as a subordinate need for your own planning, for coordinating with other parts of the unit, and for figuring out ahead of time “what to do” next.

Moving upward in the chain, there are, first and most important, *reports* such as enemy sightings, status reports, and locations. Reports tell the “brain” what’s happening inside the unit—what all the parts are seeing and doing and what kind of shape they’re in. More important, these reports moving upward describe the progress in carrying out the orders that came down before. The second kind of information moving upward is *requests* for support—which parts of the unit need more of what to carry out their orders. This is what happened back there when the “thing” called its kin.

And that’s what takes place when the chain communicates and the unit fights—mainly two kinds of information moving down and two kinds of information moving up. This information doesn’t flow along through a pipe. It comes in many forms: Messages on paper. Runners. Signal flags or lamps. Hand and arm signals. And most often at your level, by men yelling and shouting and calling to each other. This is how the chain of command

communicates, tells a *unit* “what to do.” Way back somewhere, the bottom link in the chain communicated a single thought to John E. Rebb: “Attack!” And he did it.

**YOU AS A LINK IN THE CHAIN OF COMMAND**

You, as a leader, are *vital, critical*, when that battle information starts flowing up and down the chain of command. Again, the most important thing you do as a link in the chain is COMMUNICATE—get, process, and move information. Now at this point, we can develop some how-to’s about these three tasks.

First off and flat out, you as a leader must be “expert” in the nomenclature, functioning, operation, and maintenance of *any* piece of communications equipment and *any* communications procedure used or likely to be used at your level. For you as a leader, this is far more important than being “expert” with your individual weapon. There is no qualification badge for being “expert” in communication. That’s one of the things that the term “NCO” or “officer” stands for automatically.

*Getting* information does not mean waiting until it’s given to you. If it’s needed, you get it. From above or below. This says that you, as a link in the chain of command, need to be thinking constantly about what information is *needed* by the link above you and the link below you. *Getting does not mean just receiving.* What you get, from above or below, may have errors in it. Or you may not understand it. In either case, *think*, and compare what you get with what you already know and remember. If it doesn’t seem right, or you don’t understand it clearly, go back to where you got it and check. If you’ve lost communications completely and can’t get any information, then first think of what it is your leader is trying to accomplish, then do what YOU think is the right thing to do.

A signal relay station sitting up on a hill somewhere can pass on, unchanged, all the information it gets, going up or going down. But relay stations aren’t links in the chain of command. You, as a leader, process the information—use it, do things with it. If you get a FIVE-PARAGRAPH FIELD ORDER, you *process* the information by running it through the ESTIMATE. Then you move that

information on when you issue orders.

Most of the time, good *processing* requires that you cut out some of the information you get before you pass it up or down. This is tricky. Relay units can’t do it. To cut out what should be cut out, you have to know the information needs of the link above and the link below. Then you can answer this question: Which information is **need-to-know**, which is good-to-know, and which is **nice-to-know**? If time is critical and things are moving fast, then cut out the “nice” and the “good.”

*Processing* also means that you must often change information—not the meaning or the truth of the information, but often the words or the language or the way the information is carried—so that the next link up above or down below can *understand* it. You “translate.” A fragmentary order comes down to you as a bunch of words on a scribbled note, and you translate that into a hand-and-arm signal for the next link below. The *meaning* of the words and the signal was the same: “Attack!”

*Moving* information means **you don’t sit on it.** (Remember the one-thirds/two-thirds rule!) If you made a conscious decision to stop some item of information while you were cutting down and translating, that’s fine. But, if you know the information needs of the links above and below, then you know what’s critical. And if what you have is hot, then it’s got to move with speed and accuracy—like a reflex action in the nervous system of a well-trained athlete.

Speed is determined mainly by how important you think “communications” is and by how “expert” you are with communications equipment, procedures, and techniques. And accuracy—accuracy is determined, *not* by you, but by the link that receives the information you pass on. Up or down. There is one simple, critical rule right here, particularly applicable in the tricky business of moving *orders* downward. *Always* check to see that an order is understood. An affirmative nod or a “Yes, Sir” is often not enough. When there’s time, and you’re moving a critical order, ask the link on the receiving end to say back the information you sent. And further, if you’re good, you won’t quit there. You’ll watch to see what *happens* as a result of the information you sent.

# Leaves, Eagles, and Stars

## Re-Enacting Leadership at the Field Grade Level

by Tom Ezell

*If I always appear prepared, it is because before entering on an undertaking I have meditated for long and have foreseen what may occur. It is not genius which reveals to me suddenly and secretly what I should do in circumstances unexpected by others; it is thought and meditation.*

— Napoleon Bonaparte

Where most reenactors learn the basics of dealing with getting a number of folks together on the field and working together as mess leaders or junior officers (lieutenants and captains), the hobby offers a quantum leap when that person decides to step up to the next level of battalion and higher.

Sergeants, lieutenants, and captains exercise *direct* leadership, where success depends upon face-to-face contact and direct communications with your subordinates in order to get things done. You spend most of your time executing and accomplishing instructions and tasks determined by higher headquarters. At the field grade level (major, lieutenant-colonel, and colonel) and higher (general officers), leadership is principally *organizational*—instead of focusing on building a tightly-knit team, your challenge is to build another tightly-knit team of similar (and often enough, widely dissimilar) teams and groups. At this point, you begin to fully appreciate the metaphor of “herding cats.”

At organizational level, you no longer lead individuals and small units, but you must get a collection of these small units to work together smoothly and effectively, while keeping a firm grip on a much broader perspective of things, and where your plans, decisions, and actions have far-reaching implications that you now need to think about.

As at the company level, communications is the most important tool that you will ever wield, and now you must extend that over a much broader network, which may extend over several states, or nationwide.

Communicating to the troops, NCOs, and subordinate officers occurs through individual subordinates, your staff, and the chain of command. Organizational leaders divide their attention between the concerns of the larger organization and their staff, and those of their subordinate leaders, units, and individuals. This tradeoff requires you to apply interpersonal and conceptual skills differently when exercising organizational leadership than when exercising direct leadership.

Organizational leaders rely heavily on mentoring subordinates and empowering them to execute their assigned responsibilities and



Lt. Col Joseph A. MacLean of the 88th Pennsylvania Infantry. Looking into his eyes, LTC MacLean is a man who has been out looking at elephants. He was killed in action at Manassas, VA, on Aug. 30, 1862.

missions. They stay mentally and emotionally detached from their immediate surroundings so they can visualize the larger impact on the organization and mission. Soldiers and subordinate leaders look to their organizational leaders to establish and enforce standards for mission accomplishment and to provide the needed resources and/or conditions to achieve that goal. Organizational leaders provide direction and programs for training and execution that focus efforts on successful accomplishments.

Because of the indirect nature of their influence, organizational leaders assess interrelated systems and design long-term plans to accomplish the mission. They must sharpen their abilities to assess their environments, their organization, and their subordinates. Organizational leaders determine the cause and effect of shortcomings, translate these new understandings into plans and programs, and allow their subordinate leaders latitude to execute and get the job done.

Granted, there are going to be a few times when you will need to draw your sword and lead directly, to throw the weight of your physical force and command presence into the

crucial gap on the battlefield at the crucial time and place. When Col. Henry King Burgwyn of the 26th North Carolina took up the battalion colors after 7 men had been shot down carrying them at Gettysburg, and his regiment was on the cusp of breaking and running was such a point. In another case, on the other side of the field, Col. Joshua Chamberlain of the 20th Maine led his battalion, out of time, and out of ammunition, in a desperate bayonet charge to drive the enemy away from his position was another such time and place. Physical courage and all the Traits of Leadership still apply, especially when the chips are down.

As a leader at the organizational (battalion or brigade) level, you will be called upon to provide *direction* for your unit(s). Envisioning is an important tool to provide this direction. Some call this a “vision statement,” “commander’s intent,” or simply defining an end state. No matter what you call it, it’s important that you clearly communicate this vision to your staff and subordinate units. This focus or vision should provide a reference or beacon for guiding the organization into the future. Your vision is a word picture of what you want the unit to look like by the time you leave command. Because vision defines the end state or expected achievement, it provides the leader with a source of effectiveness, it provides focus and guidance, and it also provides the capability to organize. Carl von Clausewitz calls this vision an “inner light.” In his book *Vom Kriege (On War)*, Clausewitz discusses the importance of “an inner light which leads to truth; and second, the courage to follow this faint light wherever it may lead.”

During the Battle of the Bulge, with the Germans bearing down on retreating US forces, PFC Vernon L. Haught of the 501<sup>st</sup> Infantry dug in and told a sergeant in a tank destroyer, “Just pull your vehicle behind me... I’m the 82d Airborne, and this is as far as the bastards are going.” He knew his division commander’s intent. Despite desperate odds, he had confidence in himself and his unit and knew they would make the difference. Faced with a fluid situation, he knew where the line had to be drawn; he had the will to act and he didn’t hesitate to do what he thought was right.

BG August V. Kautz, in his little 1865 handbook *Customs of Service for Officers of the Army*, acknowledges that “*the duties specially provided by law and regulations for the Major are very few, aside from what has been laid down for other officers, which, of course, he should be familiar with, if he has not really served in the lower grades. The Major*

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**Leaves, Eagles, and Stars...** (Continued from Page 12)

bears the same relation to the Colonel of the Regiment that the Second Lieutenant does to the Captain, and he is the Colonel's assistant in all duties that do not properly pertain to a company officer, and yet may be entrusted to a subordinate... The Tactics assigns to the Major an unimportant position in the line of battle, where he assists in directing alignments and movements, but does not exercise command, except in the absence of the other Field Officers, senior to him." Kautz lists no unique duties for either the Major or the Lieutenant Colonel save for the assistance they may lend in guiding the regiment through the School of the Battalion and serving in whatever particular additional duties they may be given by the battalion commander, as well as serving as his substitute when the Colonel is absent for whatever reason. Beyond this, the majors and lieutenant-colonels primarily serve as a pool of senior officers to serve as the Brigade or Division's Field Officer of the Day, in charge of the Grand Guards, and serving as needed in courts-martial. Major Thomas W. Hyde of the VI.U.S. Corps remarked upon his promotion to major of his regiment in 1861, "I did not know then that the principle duties of a Major were to ride on the flank of the rear division, say nothing, look as well as possible, and long for promotion."

Kautz cites the duties of the Colonel with the high responsibilities placed on this position in the American service, then and now: "the Colonel is the senior officer, and therefore the most important in the Regiment, and the Regiment takes its character and standing from him. A Regiment, no matter how well trained under a competent commander, will soon deteriorate and suffer in reputation under an incompetent man, and it is fair to presume that when a Regiment possesses a bad name, it is due to the incompetency of its commander. ... The Colonel's peculiar and exclusive duty is to command the Regiment, and it is only his duty as commander that will here be considered. His duty in other capacities will be found under the proper headings. It is proper to state, however, that a Colonel may be Commanding Officer of a Brigade, or Division, or Department, President or member of a Court-Martial, or chief of an independent expedition, by special assignment."

The Colonel's functions were further described in two broad categories, *Command*, and *Government*. Under government, the tasks were broken down as: organization of the regiment; establishing the daily routines of the regiment or post, instruction in tactics, administering discipline, including rewards and punishments, the appointment and reduction of non-commissioned officers, and presiding at parades, reviews, inspections, and musters.

Kautz provides a good description of the what to do at field grade level, but like most contemporary references, *what* to do is not

well supported by advice on *how* to do it all.

Skipping ahead to current leadership theory, the U.S. Army's Command & General Staff College, which bears primary responsibility for training field grade officers in the active military, has defined six primary responsibilities for field grade leaders, expressed as the following principles:

**1. DO THE RIGHT THING.** (Remember the first two lessons? This is where the chickens all come home to roost, Baby.)

- **Tactical & Technical Competence.** (School of the Company, School of the Battalion, Evolutions of the Line, the Army regs, Mahan's *Outposts*, Kautz's *Customs of Service* manuals)

- **Critical Reasoning/Critical Thinking/Problem-solving.** (Because you're the fellow most will expect to solve those problems.)

- **Leadership doctrine: organizational vs. direct level** (Critical balance of the two... keeping abreast of the situation and a firm controlling hand without meddling too much with junior leaders & not letting them do *their* jobs.)

- **Be a Leader of Character** (Remember all those principles and traits? Yeah, *all* of them. That's you.)

**2. BUILD DISCIPLINED & COHESIVE UNITS**

- **Create a Positive Command Climate.** (Have a vision for what you want the unit to be, and share that vision with all your members. Open communications, teamwork between you, the staff, and the unit commanders. Don't shoot the messengers.)

- **Know Your Soldiers – Respect** (Respect is like a checking account. You gotta keep putting stuff back in it if you want to keep drawing on it.)

- **Build Soldier Teams.** (Training, drill, teamwork within the battalion and the brigade. Your companies should be fully invested in the spirit and success of the battalion and the brigade. Have Big, Hairy-Assed Goals (BHAGs) set for the battalion and member companies, and continually strive for them. When you meet one of those, set a bigger, hairier goal to replace it. Don't play favorites among the member companies)

**3. DEVELOP FUTURE LEADERS**

- **Individual leadership development.**
- **Organizational leadership development.**

If there's going to be a hobby next year, in the next decade, or in the next century, we have to find and grow the leaders for that time, right now. The challenge here is that the experienced leaders have to give the inexperienced leaders time to catch on. They have to say it, let it sink in, reinforce it when necessary, and stay out of the way. Senior leaders must let the leaders at the next level do their jobs. Practicing this kind of decentralized control in training and drill trains subordinates who will, in battle, continue to fight when the communications are cut off, when the plans fall apart, or when the enemy does something unexpected. It takes courage to operate this way... but if subordinate leaders are to grow and learn, their superiors must let them take risks.

How, you might ask? "You watch 'em, you coach 'em, you trust 'em."

Unit schools are nearly completely absent from the hobby, but this was precisely how the senior officers of the Civil War taught their newly-commissioned volunteers. Assign a particular maneuver or set of maneuvers from your standard tactics manual as homework prior to an event, then have your officers recite how they would carry out that task or maneuver to you... either one-on-one or in a small group setting.

Make officer's call count for something, and present a specific leadership lesson or tactical problem at each one. Work through the problem as a team. You do the first couple of classes (lead by example) and as it catches on, designate one of your staff officers or a company officer to present.

Let the junior field officers drill the battalion and command on the field from time to time while you quietly and gently coach them, or maybe relax in the rear rank with a musket in your hands. Likewise, let some of the senior captains do likewise, under the same gently guiding hand.

One of the battalion field officers should be present and checking company drills and the training of new recruits... both to show command interest, and to foster a mentoring spirit in the battalion. "The troops do best on what the boss checks."

Don't become the Eternal Colonel. Do your job, train an understudy, and rotate back to the ranks after a few years.

**4. INTEGRATE PUBLIC AFFAIRS.**

Be a cheerleader for your battalion or brigade. Build a positive public image for your unit, and keep that image before the eyes of the public and your neighboring units. In today's

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electronic universe, make sure that you have a unit web site, and that the image presented by that site properly reflects the visions and goals of your unit.

Let the fellers know what is happening around them, outside of the unit, and what's around the corner. An old time unit newsletter served a purpose, but don't forget the utility of e-mail, and the value of a phone call or in-person conversation.

Make friends with the regional press or media, and try to swing a little coverage at your battalion's next event, or for one of your member companies. Broadcast a positive image, it is your most valuable recruiting asset.

Strong companies are the building blocks of any battalion or brigade. You need to place a fair amount of the battalion efforts behind the recruiting efforts of the companies to reinforce the concept that they're a part of a bigger whole.

5. DEVELOP BATTLE-FOCUSED UNITS.

- Battle-focused Training
- Training Strategy
- Training Factors
- Training Management

Mastering the key tasks in the Infantry Tactics as well as picket and out post duties is key to sustaining a strong unit pride and morale, and to successful performance on the battlefield.

A unit's reputation is shaped by their authenticity and the events they choose to attend. Researching a variety of prospective events to place on the calendar is no easy task, and it is a labor of love to seek out challenging events for the benefit of the unit members.

"Battle-focused training" means identifying and emphasizing those tasks the unit is called upon to execute most commonly on the battlefield during an event, or maybe a particular maneuver that you're going to re-create for a particular event—such as the "close column doubled on the center" formation used by the MVB at 140<sup>th</sup> Franklin. Walk through it step by step, until everyone has the idea. Then do it at tempo. Don't leave the field with a failure – get it right, so the men and junior officers have the feeling they've accomplished something.

Pick one or two key maneuvers to practice during each unit event, like maneuvering in column... or shifting from column into line of battle on either flank... or deploying the whole battalion as skirmishers. Publish this well in front of the event (at least two months) to give the companies a chance to get ready, and then focus on this task at battalion drill. Your unit schools should mutually support this task.

Never miss an opportunity during events to train as a battalion and give your troops the experience they hoped for in joining your unit or one of the member companies.

Be selective in the events you choose, both for the opportunity to do something special, to serve on a particular historic site.

6. APPLY DISCIPLINE.

- Safety and Rules of Engagement.
- Standards of Authenticity
- Standards of Conduct
- Deal with Troublemakers

Your first responsibility is to safety, beyond all others. It doesn't matter how authentic you are, if you end up getting maimed for life. A part of safety, and perhaps the most basic first person we can perform, is drill. This hobby is full of reenactor's guesswork guides to drill, and shortcut manuals. Ignore them, use the real thing, and don't be afeared to open the drill manual in front of the troops and read to them step by step. Train the fellers, and take time to train them in other tasks as well.

From time to time, authenticity issues will rear their head, and you'll have to deal with fellows moving faster or slower in the right direction than the bulk of the unit. Encourage advancement, and discourage regression. A good way to do this is to have an ever-improving vendor list, standards, and event specific guidelines.

The old Army tradition of a Sunday morning in-ranks inspection by the Old Man is a damn good idea, especially if you do it the first thing Saturday morning to set the tone for the weekend. Constructive criticism, combined with a healthy dose of good-natured humor, will help a great many problems with the troops' appearance and behavior.

Check small things. These most likely are the ones that will jump up and bite you in the ass, every time.

Every unit has its party animals, who will want to use downtime at events to blow off a little steam, with or without spirituous (not spiritual) enhancement. Keep a sharp eye on the situation, and don't let things get out of hand, or let the boys incite a riot. The unit guidelines should address the limits of this sort of stuff, and the leadership should enforce them.

You aren't a "real" officer, and you don't have the Articles of War at your disposal. You should, however, keep a duty or fatigue roster, which can be manipulated to "reward" your troublemakers – individuals and units – as appropriate.

Praise the guys in as public a forum as you can find, but when you have to eat ass in four or five directions, do it as privately as you can.

By the way, unlike the real army, you can't fire your company commanders (but they can fire you, after a way). If there's a particular problem with a subordinate unit, commander, or individual, do what you can in a positive manner to resolve the contended

One of the past week's news items was the resignation of former General Colin Powell as Secretary of State in the Bush administration. The author was fortunate to meet the General in a past life, when Powell was commanding the V.U.S. Corps in Germany in 1987, and the author was a lowly staff captain in USAREUR ODCSOPS. Shortly afterward Powell was recalled to the Army Staff and then on to the other President Bush's staff, and so on to glory.

On General Powell's desktop, he kept a small typewritten checklist of rules to command by. It's a good list for senior officers, and we include it here for your future benefit and reference.

Colin Powell's Rules

1. It ain't as bad as you think. It will look better in the morning.
2. Get mad, then get over it.
3. Avoid having your ego so close to your position so that when your position falls, your ego goes with it.
4. It can be done!
5. Be careful what you choose. You may get it.
6. Don't let adverse facts stand in the way of a good decision.
7. You can't make someone else's choices. You shouldn't let someone else make yours.
8. Check small things.
9. Share credit.
10. Remain calm. Be kind.
11. Have a vision. Be demanding.
12. Don't take counsel of your fears or nay-sayers.
13. Perpetual optimism is a force multiplier.
14. You never know what you can get away with, unless you try.
15. Sometimes being responsible means pissing people off.

from Bob Woodward, **The Commanders**. New York, Random House (1991).

issue and work to a consensus to either settle the problem or at last resort, a gracious parting of ways with that unit or individual.

In summary, leadership at this level is much more complex and important than a number of references would tell us. Far more than just buying a nicer sword and sewing a set of shoulder straps or stars to your old battle jacket. And frankly, it is some of the most rewarding work you will ever do in the hobby.

# THE OFFICER IMPRESSION

by John Braden

*Everyone has served under a bad officer at one time or another. Here are some tips on what it takes to be a good one.*

## References, & Recommended Reading:

"I remember that the War Department issued to each officer the Ordnance Manual, Wayne's Sword Exercise, the Army Regulations, and Scott's Tactics. Scott was soon changed for Hardie (sic), the latter for U. S. Infantry Tactics, a change of title only, Hardie having gone over to the Confederacy."

— J. H. Patterson, then a young officer of the 11th US Infantry

A professional reading program is crucial for both the reserve and active duty officer, even for those portraying officers in the re-enacting hobby. The essential reading, to be committed to heart, are your battalions tactics manual and the Army regs, as noted above. For a broader appreciation, here is list of key references that I have found very useful in developing a personal theory of leadership and officership. I'm sure you will enjoy them, too.

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Although a large proportion (too large a proportion, in my opinion) of reenactors will serve as officers at some point in their reenacting careers, relatively little has been written about what it takes to do this impression properly. Although my experience as an officer is limited (a sergeant for one season, a company commander at two events), this may actually be a plus, since the problems of officership are more apparent to a novice than to one who has settled into the role.

## Knowledge

An officer has to know not merely how to execute the various maneuvers, but also how to get others to execute them. It requires the ability to summon, at a moment's notice, the precise command needed to perform a given maneuver, deliver the command in a loud and commanding voice (not a job for pip-squeaks), monitor the troops to assure that they are performing the maneuver correctly, and correct the troops, in an understandable manner, when they make mistakes.

More specifically, an officer needs to be proficient (i.e., able to instruct others) on the following drill, (see chart below):

	Corporal	Sgt	Officer
School of the Soldier	X	X	X
School of the Company		X	X
Skirmish Drill		X	X
Bayonet Drill		X	X
School of the Battalion			X

Since reenactments are too infrequent to provide the extensive training Civil War soldiers received, the reenactor officer must study the tactics between events. One not willing to do such "homework" should not be an officer.

## Equipment

Non-commissioned officers do not need much equipment different or additional to what they used as a private. Although NCO swords might be used on dress occasions, I doubt that many of these were carried in the field. A revolver, even if properly carried by a sergeant, would have been considered excess baggage by one already encumbered with a musket. About the only thing a sergeant needs beyond what a private carries is a watch, notebook and pencil.

Commissioned officers, on the other hand, have to worry about obtaining a sword, revolver, and appropriate leathers. There's something to be said for the unit buying these and loaning them to the officer, not merely to save the officer added expense, but also to make clear that the office is owned by the unit, not by the

person who happens to occupy the office.

Regarding officer uniforms, while a fancy one is authentic, the more an officer goes in for such folderol, the more the troops are likely to resent him for putting on airs. The officers I've most appreciated are those who look like a common soldier (excepting for rank insignia), but who know their stuff.

## Unflappability

Reenactments are confusing, especially when you have to figure out what a superior officer wants you to do and then get your troops to do it. If you get excited and/or confused in such situations, you are not merely useless, but an outright hazard.

Practice can reduce the novice officer's tendency to get flustered, but ultimately this is a personality issue. Some people can think on their feet and remain cool under pressure; others cannot. If you belong to the latter class, you'll be doing everyone a favor by foregoing an officer impression.

## Diplomacy

A person may know the drill inside out, yet be a failure as an officer if he cannot effectively deal with people. Unable to use the threat of punishment to secure compliance, the reenactor officer (more so than real officers) has to have a personality that makes people want to follow him and not resent him for telling them what to do.

The difficulty is to avoid the two extremes. If you are too gruff and demanding (or lose your temper), the troops will resent you. On the other hand, if you are too laid back, the troops will not take you seriously. In either of those cases, your orders will not be obeyed.

In addition to being able to get along with subordinates, an officer has to be able to get along with his superiors. Here again, the officer must pursue the golden mean, avoiding both insubordination and slavishness. The former will create conflict within the unit, while the latter will get you (and any troops you represent) walked all over.

## Selflessness

It is one of the ironies of leadership that the egotists most attracted to office are the ones least suited for it. Many see only the chance to bask in glory, not recognizing that the stripes or bars come at a price. While the privates are lounging in camp, the officers have to plan the schedule, assign water, wood and guard details, etc. While the private is enjoying the battle, the officer is concentrating on overseeing his troops. While the private is burning

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The Officer Impression (Continued from Page 15)

powder, the officer rarely gets to fire.

Since officers held their fire unless the enemy was upon them, it is not authentic for officers to fire at a distance. Since it is also not safe for reenactors to fire at close quarters, that leaves no reason for reenactor officers to discharge their pieces at all (which raises the question of why reenactor officers ever need to carry loaded revolvers).

It is no exaggeration to say that officers sacrifice their own fun so that other reenactors may enjoy themselves. It takes an unselfish person to do this (think of your mother slaving over the stove at Thanksgiving). No egotists need apply.

— John A. Braden

(Camp Chase Gazette, Winter 2001, pp. 56-58.)

### The Straggler

While Confederate Major General William J. Hardee's corps was making a forced march in Mississippi during the Shiloh Campaign, the general came upon one of his men straggling far behind his regiment. Hardee ordered the man press on so as to rejoin his comrades as quickly as possible. The soldier replied that he was trying, but that he was tired and hungry, not having had even half-rations for several days.

"That's hard," said Hardee, "but you must push forward, my good fellow, and join your command, or the provost guard will take you in hand."

Looking up at him, the soldier said, "Ain't you General Hardee?"

"Yes."

"Didn't you write Hardee's *Tactics*?"

"Yes."

"Well, General, I've studied them tactics and know 'em by heart," said the man. "You've got an order thar to double column at half distance, ain't you?"

Curious, the general replied, "Well what has that order to do with your case?"

"I'm a good soldier, General, and obey all that is possible to be obeyed: but if you can show me an order in your tactics, or anybody else's tactics, to double distance on half-rations, then I'll give in."

At that, Hardee let out a hearty laugh, allowed as how there were no tactics that applied in this case, and, spurring on his horse, rode off, leaving the soldier to make his way on his own terms.

Albert A Nofi 'North and South Vol.5 No.1

### Mississippi Valley Brigade Sets 2005 Event Schedule

Gentlemen,

I wanted to get this out to you ASAP so that your men can make plans for next year. As per my original goal, I have selected a few events to designate as Brigade maximum efforts in hopes that we can have a couple of relatively large events to do as a Brigade instead of scattering our efforts. Plus, I want us to work more closely together through the year rather than just at Division events.

The following are the planned events. I realize that they may conflict with some annual regular events. I ask you to look at the bigger picture in regard to that. Perhaps you can take one year off of that 100 or 200 man event you have done every year to focus on a 400 or 500 man event that could be something different and unique. Also keep in mind our second goal, and that is to function more closely as a Brigade through he year.

#### Port Hudson, LA (as Federal) – April 1-3.

We plan to make a few changes to the norm at this event. Including showing what a full garrison camp should look like. We will have a full commissary, medical corps, quartermaster department among other things.

#### Tribbey, OK (as Confederate) June 10-12.

This will be well worth the trip. I know it is a little far for some but the land is perfect. It provides for a great tactical style event.

#### Corinth, MS, Oct. 2-4 (as Confederate).

This is the Big Division event. All Battalions will get to portray their home state at this one!

#### Proposed Old Washington, AR Nov. 5-7 (as Confederate).

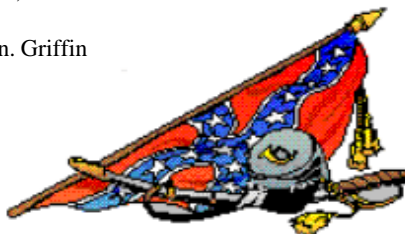
Beautiful area, pretty central to most of us. I am looking into this as a possible event to end the year.

To our Boys in Alabama, I have not forgotten you. In 2006 we plan to go to Shiloh National Battlefield in April. I will be looking at other events across the river we can do to bring it a little closer to home for ya'll as well.

Let's see what we can do to support the Brigade. We have lots of great things going on behind the scenes. I will have a conference call after Jan 1<sup>st</sup> to fill everyone in. For now, have a happy Thanksgiving and a Merry Christmas!!

YOS,

Gen. Griffin



### First Confederate Division Cracks Down on Uniform Standards for Corinth 2005

Headquarters, First Confederate Division  
Winter Quarters at Brighton, Tennessee,  
3rd November 2004

#### Special Orders Number 2

Brig. General Bill Rambo, First Confederate Brigade

Brig. General Mark Griffin, Mississippi Valley Brigade

Brig. General John Beck, Trans Mississippi Brigade

Brig. General Paul Flowers, Heartland Brigade

Brig. General Scott Hughes, Commanding Cavalry

Colonel Nick Medich, Medich's Battalion

Colonel Paul Ferguson, Commanding Artillery

Colonel Willie Huckabee, Commanding First Arkansas Battalion

Gentlemen:

To insure that individual unit standards comply with Division impression standards, all member units of the First Confederate Division shall submit their unit's impression standards to the Commanding General for his review. Standards are to include uniform, accouterments, equipage and weaponry.

Unit standards shall be submitted in writing using the format of the current Division impression standards as listed on the Division web site.

If any unit has a specific impression standard or item that does not comply with Division standards, that unit will submit research and sources justifying non-compliance.

The General Commanding is very concerned that the impression standards that have been in effect for the Division for some time are not being consistently enforced at the Brigade, Battalion and Company level. General Moore is aware that the impression standards have been loosely and inconsistently enforced in the past. However, effective with receipt of this order all commanders should call attention to these impression guidelines throughout their commands. These guidelines will be used by the Division at Division events as "requirements" rather than suggestions.

At past National Events, the impression guidelines have been general in nature, viz: early-war, mid-war or late-war impressions with little explanation and guidance as to what constitutes and is acceptable for these impressions. Be advised that at the 2005 Corinth event, we will portray specific units

Continued on Page 7...



**Division Standards** *(Continued from Page 6)*

that participated in the action. Additional guidelines for specific early-war impressions and impressions specific to these units will be forthcoming.

These specific impression standards may be used by those units and individuals who wish to maximize their experience at this event. The basic Division impression standards as posted on the web site will constitute the minimum impression requirements for Corinth in 2005.

Over the past several years, we have seen vast improvements in the look of the soldiers in this army in terms of historical accuracy in the portrayal of Western Confederate officers and soldiers. We have improved our camps, our equipage and how we operate in the field.

There is a great amount of information available to today's officer and soldier via the internet, books, NPS interpretive staff, museums and private collections. Some fellow hobbyists have amassed great knowledge and expertise in this area. Simply, we can and should know more about how the men that we honor dressed, looked, were equipped and operated in the field. We should translate that knowledge into our actions on the field.

The General Commanding has determined that no more than thirty (30) sutlers will be able to operate at the Corinth event next fall. The goal is to get these better sutlers to offer even more historically accurate goods to both the members of the Division and the spectators attending the event. This makes a statement for the Division that says that we will no longer tolerate inferior or historically inaccurate merchandise.

We will soon provide all commands with a list of acceptable sutlers and providers in order to assist your men in creating the acceptable impression.

The General Commanding was happy to observe that many of the units participating at Franklin just a month ago met or exceeded the Division impression standards. However, the General Commanding was also dismayed that some units fell well below the standards. These units draw attention to them in a negative manner and lower the overall level of the entire Division.

Be advised that with receipt of this order, that the following will not be tolerated at the Division event at Corinth next fall.

1. Sky-blue Federal trousers. This is a major anachronism. While there may be isolate specific instances of Confederate troops wearing parts or all of Federal uniforms, this was not the norm in the Confederate ranks. Unless we are portraying a specific unit at a specific time that was garbed in Federal sky-blue trousers, they will not be allowed in the ranks.

2. Modern clothing, boots and shoes. No modern day cowboy hats, sombreros, work boots, chukka boots, combat boots, cowboy boots, Frye boots or any footwear that is not period correct. Officers and non-commissioned officers are advised to ask their men to bring any extra period correct clothing in order to loan it to any unit members wearing any modern clothing. The correct shoe is described in the current impression standards. Boots, although period correct, are to be strongly discouraged for infantry soldiers.

3. No hat plumes, chicken bones, animal parts, coon tails etc. affixed to hats or clothing.

4. Modern eyeglasses and sunglasses will not be acceptable or tolerated. Contact lenses are authorized, as are period frames with modern lenses. Tinted lenses in period frames are not acceptable.

5. Modern wristwatches will not be tolerated. While it seems that this should not have to even be mentioned, men are always observed in the ranks wearing modern wristwatches.

6. Modern western saddles. Cavalry commanders and staff officers are to not allow any mounted men to ride western saddles. Modern tack, including bits, is also not to be used.

7. No use of nylon or other modern halters or lead lines on horses will be allowed.

8. Modern saddle pads should not be used. In those few instances where it is absolutely necessary for the comfort of the horse that modern saddle pads be used, those pads will be covered or disguised so as not to be seen or noticed.

9. Multiple pistol cylinders for cavalry troopers. This is a major re-enactorism. Detailed study of the inspection returns, the ordnance reports and the equipment list of all Western Confederate Cavalry commands indicates that only about twenty per cent of the men were armed with pistols and none carried extra cylinders.

10. Hat brass, sashes, and inaccurate and inappropriate gauntlets. These are Western Confederates and these men dressed simply and efficiently.

11. All accouterments and canteens will be worn higher on the body in the correct period fashion.

Canteens and haversacks should not hang below the waist belt.

Brigade commanders should review the impression standards of their member units in regards to compliance with Division impression standards. Be advised that you will be asked to submit these to Division for review shortly.

Brigade, Battalion and Company commanders are urged to adopt these standards for all individual unit events henceforth.

The goal of the First Confederate Division and the North-South Alliance is to accurately portray the men we honor in a historically correct manner. In order to do this, we have had impression guidelines in place for some time, so this should come as no surprise to any member unit. We need to separate ourselves from the many historically inaccurate, so-called "FARB" events that take place in our areas. Our men should take honor and pride in knowing that accurately portray the men that they honor.

Notice of enforcement of Division impression guidelines should be distributed to all member units of your commands so that they can be reviewed and discussed at individual unit annual meetings this winter.

Be advised that the Registration Form for Confederate participation at Corinth will stipulate that sky-blue trousers are not acceptable. Any participant arriving in sky-blue trouser will portray a Federal soldier.

Notice of this requirement is hereby given eleven months in advance of the event. This allows each man in your command ample time to procure the proper trousers per the stated guidelines.

If any unit commander needs help or advice in determining those resources that provide accurate clothing and/or equipment, the Division staff shall be issuing a list of these resources shortly. If you need answers or help in the meantime, please contact the Division Staff through my Chief of Staff below.

It is the General Commanding's desire that all Brigade commanders will enthusiastically support the enforcement of the Division impression standards. Positive reaction from Battalion and Company commanders provides the necessary leadership and enthusiasm to move the Division ever forward.

By order of Brigadier General Mike Moore,  
Commanding  
First Confederate Division

M.R. Ventura  
Major, Chief of Staff  
First Confederate Division

**The Company Commander** (Continued from Page 3)

to rid your tent of un-wanted guests when you are ready to sack out.

You will also need to learn to let go of items that mean much to you. For example, that \$400 musket. All three of them. They will go to every event, carried by someone other than yourself. They will be scratched, dropped, and rust some time during the weekend. Surprisingly, this does not seem to bother the new recruit who is carrying it. All of this also applies to cartridge boxes, cap boxes, haversacks, belts, suspenders, hats, powder measures, and hundreds of other inexpensive items that you have purchased over the years. Some of this stuff you will never see again.

Certain psychological skills will be useful to you. You should be able to bluff every man in your company into believing that you actually know what the inside of a drill manual looks like (Important note: You will need a second-in-command and a first sergeant who actually do know the drill). Remembering that you have no real military authority over anyone, and that any respect that your men show you is strictly out of the goodness of their hearts, your ability to sound official without hacking someone off will be pushed to the limit. This authority thing is a real nuisance to company commanders.

For some reason, "because I said so" is not considered an acceptable answer. Some of your men will actually believe that there are more ways of doing things than you have thought! Some of them, privates mind you, honestly think that they could have a good idea! (The gall!) If this weren't bad enough, one or two of these fellows believe that they could run the company better than you. These are the fellows that have the guts to stand up, look you in the eye, and then whisper their complaints to the guy next to them.

It is always nice to have a few of your "friends" spreading @!#%&\*# in the ranks.

This is kind of a serious problem so, allow me a moment on a soap box. Soldier, if you have a problem, tell your Captain, if he doesn't listen, then tell him again, if he still doesn't listen, then hit him over the head and make him listen. But please, please, do not spread discourse in the ranks. I refer you to the *Articles of War of the Confederate States of America*, Articles 7 and 8:

**7.** Any Officer or soldier who shall begin, excite, cause, or join in any mutiny or sedition, in any troop or company in the service of the Confederate States, or in any party, post, detachment, or guard, shall suffer death, or such other punishment as by a court-martial shall be inflicted .

**8.** Any Officer, non-commissioned officer, or soldier, who, being present at any mutiny or sedition, does not use his utmost endeavor to suppress the same, or, coming to the knowledge of any intended mutiny, does not, without delay, give information thereof to his

commanding officer, shall be punished by the sentence of a court-martial with death, or otherwise, according to the nature of his offense.

This situation may spill over into your Ladies Auxiliary, may God have mercy on you. Now, before I go any further, let me clarify my position. There are hundreds of wonderful women in this hobby. I think that it is fabulous that these Ladies are involved. They have as much right to be here as any man in the field. Our unit however, was not formed to stand around under the spreading magnolias and sip mint juleps. I know that a civilian impression involves much more than this, and I probably should not make light of it, but my unit is primarily interested in a military impression. It is to this end that I intend to devote my energies.

This does not mean that the Ladies are ignored, far from it. According to last years books, our unit spent three times as much money on civilian activities than we did on military events. Our men helped these Ladies at UDC meetings, school presentations, and in camp at events, and are more than happy to do so whenever possible. Civilian activities are important, but when was the last time that 50,000 spectators came out to see a poor widow lady explain how to properly wear a snood? Now, if the Ladies will stop sharpening their knives and hatchets for a moment, I will explain my reasoning. As a company commander, you have probably committed to fall in under a battalion commander. Your commander is counting on you, not your Ladies Auxiliary, to get your company to an event. He, and the other companies of your battalion, are counting on you, not your Ladies Auxiliary, to be able to perform battalion drill (as far as I am concerned, the "Virginia Reel" pales in comparison to a well executed battalion movement).

Please understand that I am not taking a cheap shot at the Ladies. Your Ladies Auxiliary is extremely important to the operation of your unit. Without their help and support, life could become miserable in your reenacting world. But, a Ladies Auxiliary is just that, an auxiliary. It is designed to support your unit, not run it. Now that I have incurred the wrath of Ladies nationwide and insured that the folks at *Camp Chase Gazette* will be spending a couple of extra minutes opening letters, I'll move on to something else.

A quick word of advice concerning your choice of NCO's is in order. You will find it wise to choose men that have "served their time" in the ranks. What I mean by this is that you may come across a fellow that really knows his stuff and who you think will do a good job as a corporal or file closer, but if he has not been in the ranks long enough to earn the respect of the men, you are doing all parties

involved a disservice. Your men will think that all this fellow wants is command and has sucked up to you enough to get it. Your NCO will soon feel the heat from the men, who have no respect for him, and make matters worse by trying to sound more authoritative. And, of course, you get to straighten the whole mess out. It's time to face a fact: there is one person that actually runs your group. No matter how many people are on your board of directors, one person will end up making the decisions, cleaning the toilets, washing the bottles, and coordinating events.

Ah, now we move on to "the perks" - all of those special things that only officers get to do, you know, stuff like going to those fascinating officers' calls. You will be thoroughly briefed on the battle plan, the plan that the event organizers have been working on since the spring of '92, the plan that must be adhered to, the plan that all of the film crews will follow, the plan that gets thrown out the window the minute the first artillery piece is fired. After an hour or so of arguing and politicking, you are dismissed only to go to, you guessed it, another officers call - this time called by your battalion commander. He will brief you on what the battalion will be expected to do according to the battle plan, you know, the one the event organizers have been working on since the spring of '92, the plan that must be adhered to, the plan that all of the film crews will follow, the plan that gets thrown the window the minute the first artillery piece is fired. Then, after an hour or so of arguing and politicking, you are dismissed to go back to your company and explain to them the battle plan, you know, the plan that the event organizers have been working on since ...

Now, mercifully, you form up to lead your men into battle. You are a little nervous, you always will be, but your guys are counting on you, so onward you go. It's not as easy as you thought it was, but you're getting the hang of it. Now the firing commands, nice volley... "dress to the colors"... keep an eye on the new guys, keep an eye on the Colonel, keep an eye on the idiot commanding the company next to me,... "Dress to the colors"... watch the new guys, we're going to fire again, "Fire at will!"... quickly... quickly... OK, start taking some hits, wait till they fire, ... OK... "when only one guy fires, only one of you go down !", fall back... fall back... "cease fire, cease fire!"... clear the muskets... everybody line up, re-number the files, march back to camp, break ranks, tell the first sergeant to make sure all of the muskets are cleaned before the guys go to sleep, make sure there is enough firewood and water to last till morning. Finally you have a few minutes to sit down and enjoy the event, but first you'll have to run somebody out of "your" chair.

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**The Company Commander** (Continued from Page 18)

About the time you get settled in, the battalion adjutant comes slithering up to inform you of another officers call in 15 minutes at the Colonel's tent. You quickly make your way to his tent, not wanting to be late. Forty-five minutes later, when the last of the company commanders finally arrive, the meeting begins. Remember those paintings of the smoke-filled rooms, with all those dogs sitting around a table playing poker? Highly detailed, but not quite believable.

Anyway, it's dark now, time to go sit around the fire and talk to the guys. As you make your way back to camp, you will be stopped by 4 or 5 fellows who know you by name, know what unit you command, probably how much you have in your bank account. Problem: you have never met any of these people.

Finally, you get back to your tent only to find yourself on an empty company street. Soon the kid that drags your drum around the battlefield comes stumbling from between a couple of tents, gnawing on a smoked turkey leg and informs you that the guys are at the sutlers. Slowly, in ones and twos, your company makes its way back to camp. In the distance, you hear dance music, the married guys get this sad puppy look in their eyes, their bottom lip quivers a little, and they dutifully march toward the sound of the fiddle. A few of the single guys drift that way too. You decide that you should go, after all, you are an "officer" and "officers" go to dances. This is really kind of neat, then suddenly it occurs to you that you can't dance, not a lick. I've often thought that the ability to make oneself invisible would be a handy asset. As a matter of fact, it is usually at dances like this that I've thought about it. Anyway, the girls are pretty, the music is good, and the iced tea and little sausages aren't half bad. Another half hour of fooling around, and you go back to camp.

Next morning, Sunday, things begin slowly going downhill from the time you wake up. Another officers call, then a battalion meeting, then a barrage of fliers on upcoming events. Once again, you lead your boys into battle. Looks like its clouding up a bit. This is the "big battle", the one that all the spectators show up for. Of course this means you have waited until church has let out, so it is somewhat later than 1:00 p.m. (There must be some historical basis for waiting until church is over, I just haven't done enough research to find it yet). As near as you can tell, the battle is pretty much the same as yesterday. It does last a little longer, and the approaching rain clouds make it look a bit more impressive.

As soon as the fight is over, you high-tail it back to camp and try to beat the oncoming monsoon. By the way, you will always take home more than you brought. As you prepare to leave, several people will come up to talk to

you, most will tell you what a miserable, farby event this was, and that they will probably lay low for awhile (you will see them at next week's event). They will tell you that they remember the good old days in this hobby,

when there weren't so many chiefs, and you had to make your own uniforms, and that you had to know something about "The War" to be a Reenactor. No dances or ice chests for this guy. Yes sir, it was great when there were only

*Continued on Page 20...*

## Coming Events

**December 3-5, 2004 – Battle of Prairie Grove reenactment**, Prairie Grove Battlefield State Park, Prairie Grove, Ark. TMVI, **37th Illinois** Maximum effort event.

December 11, 2004 – R.C. Newton Camp, SCV Christmas Party, 6:00 p.m. at 1st Christian Church, 1500 N. Mississippi Ave., Little Rock. Potluck dinner.

**December 18, 2004 – 6th Arkansas/10th Arkansas/37th Illinois Christmas Party**, 6:30 p.m. at Sheldon Gately's Plantation on Colonel Glenn Road.

### TENTATIVE LIST -- AVAILABLE 2005 EVENTS

January 8, 2005 – David O. Dodd Memorial Service, 12:00 p.m., Mt. Holly Cemetery, Little Rock.

February 5, 2005 – Little Rock Arsenal living history, MacArthur Museum of Military History, MacArthur Park, Little Rock.

February 18-20, 2005 – Battle of Round Mountain Reenactment (near Stillwater, OK)

March 19, 2005 – Cleburne Memorial Service, 12 noon, Maple Hill Cemetery, Helena, AR

March 26, 2005 – Confederate Flag Day, State Capitol grounds, Little Rock.

April 1-2 — Siege of Port Hudson Re-enactment, Port Hudson SCA, Zachary, LA

April 8-9, 2005 – Shiloh Living History, Shiloh National Military Park. Sponsored by the Salt River Rifles, by invitation event. (Federal impression).

April 23-24, 2005 – Battle of Marks' Mills Re-Enactment, Fordyce, Ark. Sponsored by the 1st Arkansas.

June 10-12, 2005 – "Battle Fire" Civil War Weekend near Tribbey, OK.

August 6-7, 2005 – Battle of Athens Reenactment/Living History, Athens, MO. Hosted by the Western Independent Grays

August 20-21, 2005 – Battle of Perryville, OK Reenactment, near McAlester, OK

September 23-25 – Battle of Honey Springs Reenactment, Rentiesville, OK (near Checotah)

October 2-4, 2005 – Battle of Corinth Re-enactment, Corinth, MS. Sponsored by the North/South Alliance, N/SA maximum effort event

November 5-7, 2005 – Civil War Weekend at Old Washington, Washington, AR

November 12-13, 2005 – "Battles Around Bentonville" reenactment, (The Event Formerly Known As Cane Hill) Bentonville, AR.

December 3-4, 2005 – Pea Ridge event (near Avoca, AR)

*Events marked in **bold type** are maximum effort events as voted upon by the Company, and your attendance is expected. If for some reason you will be unable to attend a maximum effort event, please contact Steve Shore or Tom Ezell (6th Arkansas) or W.J. Monagle (37th Illinois) beforehand.*

The 6th Regiment, Arkansas Volunteer Infantry, Co. A, the "Capitol Guards" is affiliated with the Arkansas Reenactors' Alliance, the Trans-Mississippi Volunteer Infantry Battalion, Mississippi Valley Brigade, and the 1st Confederate Division. We are dedicated to the faithful and historically accurate portrayal of a unit of Confederate infantry in the War Between the States in 1861-1865.

The *Sentinel* is published on a more-or-less monthly basis by the "Capitol Guards", 6th Arkansas Infantry reenactors. Subscriptions are included as part of Company dues; or are available separately for \$15.00 per year. Back issues are \$2.00 each (index available upon request). Send subscription requests, inquiries, and article submissions to the Captain below.

<b>Captain</b> Tom Ezell 338 Johnson Road Scott, AR 72142 (501) 961-1937 (501) 912-1047 (cell)	<b>1st Sergeant</b> Steve Shore 68 Stonewall Drive Jacksonville, AR 72076 (501) 985-0560
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Visit us on the Internet at <http://www.geocities.com/capitalguards/>

The 6th Arkansas is always in need of "a few good men" to fill the ranks in service of the Cause. If you are interested in Civil War Reenacting, please call the Captain as listed above.

The 6th Arkansas living historians are available for living history presentations to schools, public and private organizations, and community events. Please contact the Captain.

### The Company Commander

(Continued from Page 19)

nine Reenactors .

I sincerely hope that this article is taken in the spirit in which it was written, buried in here somewhere is some truth and advice that new company commanders may find useful. I realize that it probably sounds like I'm complaining about how abused or unappreciated company commanders are. I'm not. In truth, there is not a more enviable position in this hobby. It is truly amazing to me that men who have invested a lot of money in reenacting put their confidence in us to lead them. It is at company command level that you will get a real understanding of our hobby. You are still close enough to your men to enjoy their camaraderie (the real draw of reenacting), and you are in charge of making this stuff work. It is up to you to translate battalion commands to your guys and make them understand what is happening around them.

One thing that I left off of the things that you will need is a group of the greatest guys in the world. Without them, you don't stand a

### Prairie Grove (Continued from Page 1)

istration starts at Noon, Friday, December 3, and goes through midnight at the Latta Barn. Late arrivals can register Saturday morning at the Latta Barn between 7 and 8 a.m. Everyone who wants to participate must register. Straw for bedding will be issued at 1/3 of a bale per person. Firewood will be conveniently located near each camp. Please take just what you need and do not hoard it. Water will also be readily available. Everyone will provide their own food for man and beast, as well as gunpowder.

Uniforms and accoutrements must be authentic in style and material. Weapons should be accurate with infantry carrying military-issue black powder rifles or muskets; cavalry armed with carbines, shotguns, and/or revolvers.

Artillery will be original or full-scale reproductions only. Swords and sabers will be carried by officers, NCOs, and mounted cavalry only. All camps will remain authentic throughout the event, including after dark. No radios, telephones, televisions, tape or CD players will be allowed in camp.

Everyone will completely hide any modern items from the view of the public and their fellow campers. Thus, all vehicles should be unpacked and parked in the reenactor parking area no later than 8 a.m. Saturday morning. No vehicles are allowed in the camps until after the battle demonstration. Sunday afternoon without permission from the park staff. Anyone not complying with these rules will be asked to leave and not invited back.

Concessions will be provided by the Prairie Grove Boy Scout Troop 48, which will sell a breakfast of pancakes, sausage, bacon, and coffee, and a lunch of barbecue pork sandwiches with baked beans, potato chips, and soft drinks. The Prairie Grove chapter of the United Daughters of the Confederacy will sell Krispy Kreme doughnuts as well as lunch items.

There will be a \$3 fee for spectator parking, otherwise the event is free.

chance. You will find that it is not an easy job, not as tough in the way that you thought it would be (drill and command), but a lot tougher in ways that you never dreamed of (dealing with personalities). Just hang in there and somehow, someday, you will get to experience something that relatively few people do. You'll find yourself leading your men across a battlefield and into a fight. You won't need to turn around to know where your men are, you feel them behind you. You realize that they are counting on you, but you have the situation in hand. You know what you are doing and believe that your boys can do whatever is called for. It's quite a rush... Quite a hobby!

If any problems arise, contact Park Historian Don Montgomery or Park Superintendent Ed Smith, who will be on duty throughout the event.

### PRAIRIE GROVE SCHEDULE OF EVENTS:

#### Saturday, December 4, 2004

- 8:30 a.m. - 9:30 a.m. — Officers meeting in the Latta Barn
- 9 a.m. until Noon — Civil War camps open to the public
- 9 a.m. until 11 a.m. — Print and book signings in Hindman Hall
- 10 a.m. — Guided tours of the Confederate and Union camps.
- 1 p.m. Battle demonstration near the Borden House
- 2 p.m. until 5 p.m. Civil War camps open to the public
- 2:30 p.m. until 5 p.m. Print and book signings in Hindman Hall
- 3 p.m. — Guided tours of the Confederate and Union camps.
- 5:30 p.m. until the cows come home... Social at the Latta Barn.

#### Sunday, December 5, 2004

- 9 a.m. until 9:30 a.m. Officers' meeting in the Latta Barn
- 9 a.m. until Noon Civil War camps open to the public
- 9 a.m. until 11 a.m. Book signings in Hindman Hall
- 10 a.m. Church service in the log church.
- 10 a.m. — Guided tours of the Confederate and Union camps.
- 1 p.m. Battle demonstration near the Borden House

#### Both Days

- 8 a.m. until 5 p.m. Hindman Hall open to the public and participants with exhibits, audiovisual programs, diorama, gift shop, and bookstore.
- All Day Sutlers' Row open along the historic stone wall. Prairie Grove Band Boosters' and Prairie Grove Masonic Lodge concession stands will be open.